

Personnel Committee

Date: **Wednesday, 26 September 2012**
Time: **10:00**
Venue: **County Hall**
Address: **County Hall, West Bridgford, Nottingham NG2 7QP**

AGENDA

1	<u>Minutes of last meeting held on 13 June 2012</u> Details	3 - 6
2	<u>Apologies for Absence</u> Details	1-2
3	<u>Declarations of Interests by Members and Officers:- (see note below)</u> (a) Disclosable Pecuniary Interests (b) Private Interests (pecuniary and non-pecuniary)	1-2
4	<u>County Council Workforce Strategy</u> Details	7 - 30
5	<u>Formal Performance Management Procedure</u> Details	31 - 44
6	<u>Investors in People Re-accreditation</u> Details	45 - 50
7	<u>Sickness Absence Performance as at 30 June 2012</u> Details	51 - 82
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10	<u>Work Programme</u> Details	105 - 110



minutes

Meeting **PERSONNEL COMMITTEE**

Date Wednesday 13 June 2012

membership

Persons absent are marked with 'A'

COUNCILLORS

Andy Stewart (Chair)
Michelle Gent (Vice-Chair)

John Allin
Dobson
A Sybil Fielding

Kevin Rostance
Mel Shepherd MBE
June Stendall
Lynn Sykes

Vincent

OFFICERS IN ATTENDANCE

Helen Fifoot – Operations Manager (North), Schools Catering
Keith Ford – Senior Governance Officer
Claire Gollin – Group Manager, Human Resources
Kevin McKay – Group Manager, Catering & Facilities Management
Mandy Steel – Group Manager, Human Resources
Marjorie Toward, Service Director - Human Resources and Customer Service

Mark Howard – Unison Branch Chair

CHAIRMAN AND VICE-CHAIRMAN

The appointment by the County Council of Councillor Andy Stewart and Councillor Michelle Gent as Chairman and Vice-Chairman of the Committee respectively for the 2012/13 municipal year was noted.

MEMBERSHIP

The membership of the Committee as listed above was noted.

MINUTES

The minutes of the last meeting of the Committee held on 23 November 2011, having been circulated to all Members, were taken as read and were confirmed and signed by the Chair.

APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Sybil Fielding.

DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS

No declarations of interests were made.

TERMS OF REFERENCE

RESOLVED 2012/001

That the report be noted.

SICKNESS ABSENCE PERFORMANCE AS AT 31 MARCH 2012

RESOLVED 2012/002

- a) That the current levels of performance and actions for improvement as set out in the Committee report be noted.
- b) That quarterly performance updates on absences be submitted to the Committee.
- c) That the Employee Wellbeing and Stress Management Action Plan for 2012/13 be considered at the next meeting on 26 September 2012.

WORKFORCE MONITORING INFORMATION – 2011

RESOLVED 2012/003

- a) That the report be noted.
- b) That a report outlining the key points arising from the Workforce Information Report be received by the Committee on an annual basis for discussion and approval of appropriate actions to address any issues identified.
- c) That a six monthly report be submitted to Committee to provide more detail

on the overall headcount figures and the number of redundancies and trend data in these areas.

WORK RELATED LEARNING OPPORTUNITIES AT NOTTINGHAMSHIRE COUNTY COUNCIL

RESOLVED 2012/004

- a) That the Council continue to offer work experience opportunities to young people across the Council and that a corporate overview of this activity be provided.
- b) That the Council continue to operate an apprenticeship scheme and extends this as outlined in the Committee report.
- c) That the Council participate in the national graduate development programme as outlined in the Committee report.

REVISED STAFFING STRUCTURE FOR HUMAN RESOURCES

RESOLVED 2012/005

That the changes to staffing structures as set out in the report and appendices be approved.

WORK PROGRAMME

Marjorie Toward introduced the report and suggested that the Committee receive update reports on the following areas of operational activity:-

- senior staffing redundancies;
- workforce monitoring – summary of other officer redundancies;
- health and safety annual report (thereby receiving feedback from the Compliance Board mentioned in paragraph 5 of the Committee report);
- changes to terms and conditions arising from new and revised policies (feeding in views from Central Panel as appropriate);
- feedback from the sickness absence working group work with the trade unions;
- feedback from redundancies and redeployment currently being progressed with the trade unions.

RESOLVED 2012/006

- a) That the Committee's work programme be noted.
- b) That the Committee receive regular reports on the areas of operational activity outlined above.

OVERVIEW OF RELEVANT SERVICE AREA – SCHOOL MEALS SERVICE

RESOLVED 2012/007

That the report be noted.

The meeting closed at 11.09 am.

CHAIR

M_13June12

**REPORT OF SERVICE DIRECTOR – HUMAN RESOURCES AND
CUSTOMER SERVICE****COUNTY COUNCIL WORKFORCE STRATEGY****Purpose of the Report**

1. The purpose of the report is to seek the endorsement of Personnel Committee to the draft Workforce Strategy for the County Council which is attached as Appendix A.

Information and Advice

2. The County Council currently has in place a draft Workforce Development Strategy based on the Improvement and Development Agency (IDeA) framework model for workforce development. To date this has been used as an overarching framework within which the overall organisational development and action plans such as the Wellbeing Action Plan and associated HR policies have been developed and implemented.
3. The Workforce Strategy has now been reviewed and updated in light of the Council's vision and values as reflected in the Strategic Plan, the underpinning principles and the revised operating model and to better reflect and support the transformation of the Council going forward.
4. The County Council's vision now and for the future includes the commissioning and provision of good quality, affordable services which reflect the needs of the citizens of Nottinghamshire. We have clearly set out our aspiration to put customers at the centre of what we do and become more customer focussed which will clearly impact on how we do things. In order to deliver this and on our strategic priorities we need a modern, flexible and engaged workforce with the knowledge, skills and experience, displaying the Council's values and behaviours as set out in the competency framework which we require now and for the future. We will need to plan for this now. Our employees will need to be open and responsive to change and involved in the re-shaping of the Council and services we deliver as we meet the significant financial and other challenges we face ahead.
5. A key area of activity for us going forward will be the effective leadership of the organisation. We need to ensure that middle managers are fully involved, own the required changes and have the skills and confidence and are displaying the leadership behaviours necessary to effectively engage employees' creativity and

innovation and take them with us as we transform the Council. There will need to be a significant focus on this aspect of the strategy over the next twelve to eighteen months led by the Corporate Leadership Team and Service Director cohort. The Chief Executive intends to personally support and sponsor this area of activity.

6. Feedback from employees via the One Council roadshows, team talk and the Chief Executive's bulletin; the work of KPMG and feedback from the Peer Challenge and Investors in People re-accreditation process are also reflected in the revised strategy.
7. The revised strategy has been organised under five key areas identified in the Council's agreed principles:

Operating as a unified "One Council – one Business". This includes wider organisational development; organisational culture; fit for purpose structures and modern, efficient processes and systems designed with the customer in mind; engaged and involved employees who respect, value and support others.

Inspirational Leadership based on the behaviours, role and expectations of a Nottinghamshire Leader which have been clearly articulated with clear responsibilities and accountabilities. This will be supported by a comprehensive leadership development programme for middle managers. This section also refers to identifying potential future leaders.

Deploying our people resources to meet the aspirations and needs of our communities and key strategic priorities. This area includes recruitment and retention, reward and recognition, performance management and cross-organisational workforce and succession planning.

Maintaining a suitably qualified, effective and efficient workforce includes effective talent management, a corporate approach to learning and development activity and the development of career pathways to support succession planning, motivate employees and ensure they are enabled to develop their potential. The health, safety and wellbeing of employees are also covered under this section.

Customer focus articulates the importance of ensuring that all employee activity is directly linked to improving outcomes for the citizens of Nottinghamshire and that staff and customers are clear about the expected service standards and employees are enabled and empowered to take steps to improve customer satisfaction.

8. More detailed strategies, policies, action plans and programmes of work will sit beneath the Workforce Strategy which set out key milestones and measures of success and will ensure delivery of key outcomes.

Other Options Considered

9. Research has been undertaken in relation to the Workforce Strategies of a range of other public sector bodies in order to identify best practice and set our

proposed approach within a context. As stated previously, the IDeA tool was also used to provide the initial framework and starting point for the development of the Council's Workforce Strategy. The approach has also built on previous departmental strategies and approaches developed jointly with key partners across various sectors.

Reasons for Recommendation

10. The Workforce Strategy is important to provide the overarching direction to organisational development activity, including the culture of the organisation and to ensure close links between this and the next phase of the Improvement Programme in order to realise the vision and ambitions for the Council as set out within the Strategic Plan. This needs to be supported by a flexible, modern workforce, working practices and systems. Involving our people and effectively harnessing their knowledge, skills, creativity and innovation is critical to achieving our strategic priorities and ensuring we have greater focus on our customers.

Statutory and Policy Implications

This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Equalities Implications

An Equality Impact Assessment has been undertaken in respect of the proposed Workforce Strategy.

Human Resources Implications

These are set out broadly in the report and in the Workforce Strategy itself.

Trades Union Comments

The trades union side have commented on the Workforce Strategy and made some suggestions as to changes which could be made to the strategy to better emphasise the role of the trades union working in partnership with managers. The trades union response is available in full as a background paper.

RECOMMENDATION

That Personnel Committee recommends the Workforce Strategy to Policy Committee for approval.

Marjorie Toward
Service Director – HR and Customer Service

For any enquiries about this report please contact:
Marjorie Toward, Service Director – HR and Customer Service, Environment and Resources on 0115 9774404

Constitutional Comments (KK 06/09/12)

11. The proposals in this report are within the remit of the Personnel Committee.

Financial Comments (MB 05/09/12)

12. There are no specific financial implications arising from the report.

Background Papers

Trades union comments
Equality Impact Assessment

Electoral Division(s) and Member(s) Affected

All



**Nottinghamshire
County Council**

WORKFORCE STRATEGY

2012 - 2014

Foreword

The County Council has set out its *vision for Nottinghamshire to be a place where people enjoy life, are healthy, safe and prosperous; and where business is able to thrive. We are proud of our past and ambitious for our future.* This is expressed in our One Council, One Team approach and underpinned by our values, principles and key messages based on putting the customer at the heart of what we do.

We are undertaking an ambitious programme of on-going change and transformation. Our journey has been one of dramatic learning and improvement that has required taking difficult decisions, but ultimately has helped us transform into an organisation that is now beginning to act as One Council, is more customer focused, provides better value for money, is continuously improving and is clear about its priorities.

Our transformation has been underpinned by our Strategic Plan. This outlines how we will meet our biggest challenges, providing clear strategic priorities aimed at delivering good quality affordable services for Nottinghamshire residents as well as developing an effective and efficient organisation.

We also need to meet the challenge outlined in the Local Government Workforce Strategy of delivering *“faster, fitter, more flexible, citizen focussed and personalised public service.”*

Our people are our key asset. It is their commitment and professionalism that makes the difference. Their knowledge, skills, abilities, flexibility, creativity and innovation are critical to the delivery of good quality, affordable services and providing high standards of customer service with improved outcomes for the people of Nottinghamshire.

We need to continue to build on best practice and develop a more dynamic “can do” approach across the whole Council led by managers who respect the people they are responsible for and are accountable for giving them the leadership, inspiration, support and freedom to do their best work.

Our managers have to be enthusiastic and ambitious, bold and innovative, setting high service and efficiency standards for their teams and being prepared to take responsibility for leading the necessary changes and improvements.

In order to deliver our vision and continuously improve services, we will continue to enhance the way we run our services with clearly defined outcomes, clear prioritisation of resources, improved systems and processes and ensuring good value for money. We have already delivered significant service improvements by reprioritising resources, restructuring the Council and implementing a raft of new initiatives including the new Competency Framework.

This strategy identifies the further actions we need to take to realise our ambitions. This is the continuation of our journey to become a more efficient and effective organisation which



improves outcomes for the people of Nottinghamshire, our customers.

Mick Burrows
Chief Executive

Purpose and context

As part of our One Council – One Team ambitions we need to establish a more consistent and integrated approach to the development of the organisation.

At a time of limited resources, facing significant financial challenges and with an ambitious programme for improvement we need to be very focused on what we intend to achieve, how we intend to go about it and how we will measure our progress.

To this end we need a strategy to clearly articulate our objectives in relation to our people and identify the actions required to deliver the key objectives set out in the Council's Strategic Plan and vision and supporting service plans.

The purpose of the Workforce Strategy is to give an overarching direction to the development and improved utilisation of our workforce in order to meet the key priorities and principles in the County Council's Strategic Plan.

The Council has articulated its core values of customer focus, respect, integrity, responsibility and commitment. The values underpin not only the aspirations and actions in this strategy, but also form the essence of the relationship between the Council and its employees.

This Strategy is focused on these values and the underpinning principles that the management and deployment of the workforce can have the greatest impact on, they are:

1. Operating as a unified "One Council – One Business"
2. Being clear about responsibility and accountability
3. Deploying our people resources to meet the aspirations and needs of our communities
4. Maintaining a suitably qualified, effective and efficient workforce
5. Focusing on our customers.

We believe this provides a solid framework to develop the organisation and identify actions under these headings for our annual programmes of work.

The Improvement Programme will deliver some of the underlying initiatives required for the implementation of the Workforce Strategy and the two need to be closely linked. However, much of the activity to realise our objectives will be delivered not at the corporate level but by departments and individual services. This will ensure that our activity is tailored to meet the needs of our customers and allows us to work effectively with partners.

Each of the key actions identified within our strategy will have its own project plan for delivery.

Priority 1: Operating as a unified “One Council – One Business”

Development and redesign of the County Council’s organisational structures, ways of working, processes and systems to develop a modern, consistent performance and improvement focused culture which supports delivery of modern efficient, affordable and citizen-focused services.

Key Messages:

- **We will create a culture which encourages individual excellence, improvement, innovation, personal growth and responsibility**
- **Our people are our primary asset, we will ensure that they are skilled, flexible, responsive and empowered to take decisions**
- **Employees will actively contribute to improving services year on year to reduce inefficiency and waste and ensure that services are of the best quality**
- **Employees will support each other; respect and value others; treat each other with fairness and honesty and challenge bad behaviour**
- **We will ensure that employees are supported by business processes, systems and ways of working that are efficient, effective and maximise the use of new technology**
- **We will lead and manage organisational change by engaging, involving and supporting the workforce**

Supporting Actions

There are numerous ways in which we can address working together more effectively to improve efficiency, performance and customer satisfaction. The approach within this strategy, and the Improvement Programme, is to build on the progress we have made, establish new, overarching processes, practices and a framework to assist staff and managers to identify improvements, increase flexibility and efficiency and to specifically target areas where more significant improvement needs to be made.

To embed the considerable success in meeting the current challenges will require a fundamental shift in organisational culture. This new culture has been articulated under the One Council – One Team banner. This will be delivered through the initiatives commissioned as the next stage of the Improvement Programme; through a number of targeted and specific actions building on the success and feedback from the employee and manager Roadshows.

This will include utilising the leadership capacity across the organisation following on from the leadership development programme to enable middle managers to create and sustain a climate that engages the entire workforce to align individual efforts with the Council's vision and strategic priorities and ensures compliance with agreed organisational priorities.

Active involvement of employees in the process of service review and redesign and the wider transformation of the Council will increase ownership, gain commitment and encourage success. Two way communication with employees; gaining their views and ideas and their engagement in the implementation of organisational change is key. The Communications Strategy will have a significant role to play in this, in addition to a co-ordinated range of wider employee engagement activities. This will be supported by quantitative information such as absence and turnover data and qualitative information from employee surveys and focus groups which will be used in the first instance to establish a baseline from which to measure and set targets for improvement.

Improved streamlined and standardised business systems and processes driven by the BMS and Ways of Working programmes, new ways of working and working practices and the updated operating model will reinforce organisational change and help us move towards a modern, responsive and flexible workforce able to deliver key strategic and service priorities. We need to ensure that new processes are efficient; that staff have the resources to perform effectively (including ICT) and that this is reinforced with genuine cultural and behavioural change supported by a clearly articulated narrative of the rationale for change with which staff are engaged.

Workforce modernisation within a structure of teamwork and coaching to build a sustained reduction in costs, improvements in quality and improved productivity as staff feel more fulfilled and motivated will enable the cultural change. This could also involve redistribution of accountabilities to lower levels within the organisation where appropriate to bring decision making closer to the customer and better engage the front line. This would allow more senior roles to focus on areas where their skills can add greater value and impact.

All of this activity will be enabled by flexible and modern HR policies developed in consultation with the recognised trades unions and supporting practices and procedures.

Action	Who	Outcomes
One Council – One Team action plan	CLT, Service Directors, HR, Imp Programme, Dept. leadership teams & all managers	<ul style="list-style-type: none"> To develop a shared understanding across the authority of the vision and values and the need to put the customer at the centre of what we do To involve employees in developing the strategic narrative and applying this to their day to day activities To embed cultural change To allow the Council to realise its full ambitions
Undertake biannual employee survey and implement action plans from this with annual review and temperature testing.	HR and Communications and Marketing	<ul style="list-style-type: none"> Baseline from which to measure improvements in levels of employee engagement Direct feedback to shape future actions which will improve levels of engagement and employee satisfaction, morale and motivation Ability to assess reach and impact of key messages and internal communications.
Develop improved mechanisms for effective employee communication and engagement	Line managers, HR and Communications and Marketing	<ul style="list-style-type: none"> Improved employee morale and motivation. Generation and implementation of new ideas. Embedding of a culture which encourages creativity and innovation. Improved customer satisfaction and reputation.
Develop and implement an Investors in People action plan to address issues arising from the reassessment process	IiP steering group, HR and departmental managers	<ul style="list-style-type: none"> Retention of IiP accreditation Improved employee engagement and morale and motivation
Develop and realise the benefits of the Ways of Working programme.	Imp. Programme, CLT, Dept. leadership teams	<ul style="list-style-type: none"> More modern, flexible working arrangements Improved service delivery Improved efficiency Reduced building overheads
Review HR policies and supporting guidance on a prioritised basis as part of wider corporate Policy Review to support development of the Policy Library	HR supported by Policy team	<ul style="list-style-type: none"> Modern, streamlined policies in a consistent format, accessible through one route Reduction in bureaucracy Greater clarity and accountability

Priority 2: Leadership: Being clear about responsibility and accountability

Building visionary and ambitious leadership now and for the future which makes the best use of both political and managerial roles and improves the quality and speed of decision making.

Key Messages

- **We will clearly set out the role and expectations of a leader in Nottinghamshire**
- **Managers will lead by example and model our agreed values, vision and principles as articulated in One Council – One Team**
- **Managers will involve employees and encourage them to see change as a positive challenge and foster a climate of staff engagement, creativity and innovation**
- **Managers must have the skills and confidence to challenge poor performance and behaviour and address under-performance with sensitivity and purpose**
- **Managers will be supported to implement and embed policies so that they become well established and effective**
- **Managers will make timely and sound decisions based on robust evidence**

- **Managers will be engaged in our work to improve services and embed change**
- **Change management skills are key leadership skills**
- **We need to plan for the future to help develop tomorrow's leaders**

Supporting Actions

In a large and complex organisation we are reliant on our managers to ensure improved service delivery and to support the achievement of the key priorities within the County Council's Strategic Plan.

In the past we have put significant emphasis on managers' technical expertise rather than on their ability to motivate and lead their people. The new management structure and Competency Framework were designed to address these issues seeking to separate out management activities from operational ones and to articulate key management behaviours. Separating out professional, technical and managerial responsibilities and job families into clearly defined career paths to make the best use of new technology, knowledge and skills will form part of the next stage of the organisational re-design. This will include fully describing the management roles and ensuring that managers understand their changing role; clearly setting out expectations of employees and managers and ensuring that managers have the skills and confidence to operate successfully in the new operating context and take their teams with them in facing the challenges ahead. We need to monitor the implementation of the new structure and competencies to ensure that they are contributing to improving outcomes for the citizens of Nottinghamshire.

Going forward, there will be greater emphasis on managers addressing performance issues, both in acknowledging good performance and tackling poor performance with a focus on behaviours. New accountabilities and responsibilities and the required capabilities will need to be clearly articulated and embedded into role profiles and person specifications and part of ongoing performance management.

We will ensure that managers understand the need for regular and honest dialogue with employees and recognise that delays in raising concerns diminishes an individual's ability to make improvement. We will ensure that managers have the skills and confidence to do this sensitively and supportively.

To maximise efficiency and value for money in a challenging financial climate, effective budget management supported by robust systems, processes and infrastructure will also be critical. Managers will be trained and supported in the application of policies, processes and procedures equitably, fairly and consistently across the County Council and our partner organisations.

A comprehensive leadership development programme will be implemented for middle managers to develop their leadership behaviours to create clarity, provide feedback, delegate authority and accountability and ensure that they have the skills and confidence they need to engage employees effectively to make the most of their diversity, creativity and innovation. A corporate coaching and mentoring scheme will

also be developed to further support managers and employees in undertaking new roles within new operating contexts and service delivery models.

We will need to assess the level of diversity of background, experience and perspective across the leadership cohort and evaluate the barriers to under-represented groups being in leadership positions to ensure that we maximise potential and reflect this in the identification and development of our leaders for the future. This should be reflected in the definition of the characteristics of “high potentials” and for rapid progression to professional and line management leadership positions. The competency framework will identify and enable development of potential future leaders.

Once the new business management system is bedded in and new modules brought on line, this should support managers by providing timely and accurate information which will enable more effective decision making, planning and management of employees resulting in improved service delivery.

Action	Who	Outcomes
Next stage of organisational design to clearly define and articulate new management roles and map management decision making	HR & Departmental leadership teams with external support as required	<ul style="list-style-type: none"> • Greater clarity of roles and responsibilities. • Improved decision making. • Greater ownership amongst and engagement of middle managers in organisational development
Roll out the leadership development programme across the organisation down to team manager level.	Chief Executive, CLT and HR	<ul style="list-style-type: none"> • Improved performance management and leadership of employees. • Engagement of front line managers to deliver improved service outcomes. • Motivated, supported and engaged employees. • Improved and targeted leadership development
Develop and implement corporate coaching and mentoring schemes	HR	<ul style="list-style-type: none"> • Improved levels of on-going support for employees and managers leading to increased levels of confidence and ability • Cross organisational working will embed the One-Council ethos • Utilisation of existing coaching and mentoring skills and capabilities
Development of a	HR	<ul style="list-style-type: none"> • Develop capabilities of existing leaders

higher and further education programme to assist in developing future and existing leaders		<ul style="list-style-type: none"> • Recognition of potential and succession planning for aspiring leaders • Retention of knowledge, skills and experience • Motivation of key staff groups
Implement a new streamlined Performance Management Procedure	HR and line managers.	<ul style="list-style-type: none"> • Eliminate confusion over tackling performance issues and provide clarity over roles and responsibilities • Improved service outcomes. • Improved efficiency. • More effectively manage poor performance. • Improved customer experience and feedback.
Monitor the application and effectiveness of the Competency Framework and revised EPDR process across the organisation.	HR and line managers.	<ul style="list-style-type: none"> • Initial feedback on the new standards and processes • Opportunity to make minor amendments. • Opportunity to review communications • Opportunity to offer additional management training
Stabilisation of phase 1 and development of BMS phase 2 modules including setting objectives and performance management; learning and development, and accident reporting	BMS Programme Team, HR & mgrs	<ul style="list-style-type: none"> • Improved management information • Ability to cross-reference performance data with other information i.e. learning and development to improve decision making • Ability to track the impact of the new Competency Framework

Priority 3: Deploying our people resources to meet the aspirations and needs of our communities

Taking action to address future key occupational skill shortages; workforce planning and succession planning; actively managing turnover and supporting employees facing redundancy with identification of redeployment and retraining opportunities where possible and addressing workforce diversity issues

Key Messages

- **We will promote local government as a good place to work and attract and foster talent**
- **We will remain an employer of choice able to attract and keep the best performing employees with a consistent and fair approach to pay and conditions for all employees**
- **We will ensure that our overall employment package supports the achievement of strategic priorities**

- **We need to make sure we understand our staffing needs now and in the future and plan to meet these**
- **We will ensure that our workforce reflects the communities we serve and promote diversity across the workforce**
- **We will actively manage turnover in a proactive and supportive way**
- **We will recognise highly performing and committed employees**

Supporting Actions

A productive and skilled workforce with the right knowledge, skills and experience; organised and managed effectively to deliver organisational priorities, now and for the future, is key to improved outcomes for the people of Nottinghamshire. The first step in this is identifying what employees we actually need now and in the future.

Having established our staffing requirements we need to plan to have these individuals in place both through effective succession planning; recruitment of new staff where in-house skills are not available; retraining; and development and deployment of our existing employees and enabling them to move through and across the organisation more easily. We need to retain those people who are willing to meet the challenges of improving efficiency, performance and customer service within a shrinking budget and who embrace change, innovation and new ways of working.

The overall employment package needs to be affordable, fair and equitable, in line with that offered by other comparable employers but enable us to remain an employer of choice. Effectively connecting reward to performance and focussing on the less tangible elements such as progression, conditions of service, development and recognition will further support employee engagement. As well as competitive terms and conditions we also need to ensure that we properly recognise good performance, thanking employees for their continued commitment and contribution.

Workforce planning, including effective talent management and succession planning, needs to be integrated with service planning to ensure customer-focussed service delivery. This will enable the County Council to meet its strategic objectives and priorities by delivering improvements in efficiency, productivity and value for money. The approach will be to address key service demands and major workforce issues; identify resources and clearly allocate responsibilities for action. The strategy will be regularly reviewed and adjusted to reflect changes in requirements. In some areas this will include joint working and planning with our partners across a range of agencies and will be based on robust management information about current resources and future demand. This will include the views of employees and service users, as appropriate.

We need to develop our recruitment processes to include approaches such as competency assessment to ensure that we appoint the right people as efficiently as possible without compromising on our aim that our staff reflect the communities we

serve. We will also ensure that we recruit people safely to ensure the safety and welfare of employees and service users. We also need to implement more efficient ways of submitting and processing applications.

60% of employees are in the 36-55 age group. The proportion under 25 is falling and is now less than 5%. This compares to 13.26% of the Nottinghamshire population who are aged 16-25. In support of the Council's developing Youth Employment and Employability Strategy and our position as one of the largest employers in Nottinghamshire and in order to improve the age profile of the workforce; we will develop further our range of work related learning opportunities for young people. This will include work experience, apprenticeships and graduate traineeships.

We have been working to reduce our reliance on agency staff through better procurement and ensuring that services, including temporary and agency staff and external consultants, are engaged for defined time periods to meet clearly identified business needs and are procured and managed efficiently to provide value for money and that spend is effectively monitored and controlled.

Action	Who	Outcomes
Develop and roll out a workforce planning kit.	HR Departmental management teams	<ul style="list-style-type: none"> Co-ordinated approach to workforce planning across the organisation.
Improve recruitment processes including competency based recruitment and e-recruitment.	HR and Departmental managers.	<ul style="list-style-type: none"> Recruitment of right people with right knowledge, skills and experience first time. Reduced costs. Promotion of NCC as an employer of choice.
Complete and implement recommendations of Improvement Programme strand of work on use of agency staff and consultants.	Corporate Procurement Centre and HR	<ul style="list-style-type: none"> Improved monitoring and control over use of agency staff and consultants. Reduced costs and increased value for money Improved processes
Develop and implement an integrated and	CLT, HR and departmental	<ul style="list-style-type: none"> Improved performance Improved morale

positive approach to recognising good performance	managers	<ul style="list-style-type: none"> • Will assist in the development of a performance culture • Promote positive feedback and an improved sense of our successes
Joining up the work on other priorities to ensure that our reward system supports the growth of a performance culture.	HR	<ul style="list-style-type: none"> • Improved employee motivation and performance management.
Departmental equality and diversity target setting and action plans to deliver corporate action plan.	Departmental Equality leads in conjunction with senior managers.	<ul style="list-style-type: none"> • More representative workforce. • Meeting key equality and diversity targets. • Improved recruitment of key knowledge, skills and experience.
Improve opportunities for young people to gain work experience and develop the skills required for their future employment	HR, CFCS, Futures	<ul style="list-style-type: none"> • Identify potential for further development and retain within the organisation. • Improve the age profile of the workforce encouraging innovation and creativity and new ideas • Promote the Council as an employer of choice for young people seeking employment • Provide career pathways and routes for career development • Improve basic and life skills across the wider community and the workforce.
Improved identification of redeployment and retraining opportunities for existing staff potentially facing redundancy	HR, managers, joint trades union working group	<ul style="list-style-type: none"> • Compliance with employment law requirements and good practice • Retention of business critical knowledge, skills and experience • More effective management of turnover and reduced redundancy costs • Mitigate levels of compulsory redundancy

Priority 4: Maintaining a suitably qualified, effective and efficient workforce

Developing employees' skills and knowledge, in an innovative, high performance, multi-agency context; identify, develop and motivate talent to deliver short and long term organisational objectives

Key Messages

- **We need to ensure that we develop a workforce that is not just skilled within their own service but also have transferable skills**
- **Skills development should follow workforce planning activity**
- **Key attitudes and behaviours will include the willingness to embrace change, innovation and new ways of working**
- **We need to maximise the talents of our employees and use these more flexibly encouraging innovation and improvement**
- **We need to provide career pathways and opportunities for staff learning and development across the organisation**
- **Learning opportunities should be prioritised against assessed needs**
- **The corporate learning and development offer should be linked directly to strategic priorities and delivered via a mixed economy**

Supporting Actions

We need to ensure that we can deploy employees to work more flexibly across the organisation and with partners. This will enable them to develop their skills, gain wider experience and maximise utilisation of their talents. Increased cross training in skills across functions will support this and improve efficiency and communication.

Literacy, numeracy and basic skills are the foundation stone for further skills development. We will continue to build on our effective joint working with trades union colleagues to promote and improve skills in these areas across the Council.

Allied to developing our own talent we need to ensure that we have training and effective career pathways available to provide opportunities for development of staff. To achieve these aims we need to develop a more systematic approach to career development.

The Competency Framework will provide a platform from which we can undertake talent management; succession planning and skills analysis audits. This will be supported by training plans to address the skills shortages and any gaps identified. Key skills required within the organisation will include organisational design, change

management, problem solving, business process re-engineering, customer management and community engagement. A new BMS module under development will allow us to link EPDR outcomes with learning and development activity.

To minimise the impact of poor health and absence on service delivery, we will continue to support the health, safety and well-being of employees. This will include further reducing sickness absence. The main thrust of this will be ensuring that managers foster working relationships and environments that promote wellbeing and resilience and pro-actively prevent and manage absence. Also that employees are supported in taking personal responsibility for their lifestyle choices to maximise promoting good health.

The effective identification and management of risks, auditing of health and safety compliance and prioritisation of key areas for preventive action will be key in optimising the health outcomes for employees. This will include ensuring that the working environment is safe, secure, well maintained, legally compliant and accessible to all.

Action	Who	Outcomes
Development of proposals for job families and career pathways as a subsequent stage in organisational redesign	HR and Departmental Managers	<ul style="list-style-type: none"> Retention of critical knowledge, skills and experience Improved career progression and succession planning Improved morale and motivation More flexible deployment of staff across the organisation
Develop talent management policy for talented individuals based on the Competency Framework	HR, Departmental managers and key partners.	<ul style="list-style-type: none"> More effective identification of key attributes Improved recruitment and retention of skills. Improved skills development.
Develop L&D BMS module.	HR & BSC.	<ul style="list-style-type: none"> More effective identification of key skills linked to L&D options Improved identification of L&D opportunities Improved skills development better linked to workforce planning activity.
Agree and implement corporate priorities for learning and development.	Corporate L&D team and departmental management teams.	<ul style="list-style-type: none"> Improved efficiency and reduced costs of learning and development activity. Increased transfer of skills and flexibility of the workforce.
Competency Framework	HR and departmental managers.	<ul style="list-style-type: none"> Monitor the performance of staff against the framework Target training and support to improve overall competency levels
Further review and consolidate learning and development resources across the County Council to deliver a co-ordinated approach.	HR and key service areas	<ul style="list-style-type: none"> Improved efficiency and reduced costs of learning and development activity Capacity released for further development.

Review and refine corporate well-being action plan.	Line managers, HR & Occupational Health, Public Health, joint trades union working group	<ul style="list-style-type: none"> • Improve employee health and wellbeing • Reduced absence rates to average County Council levels. • Reduced costs due to absence
Promote literacy, numeracy and basic skills training	HR, managers and trades union learner reps	<ul style="list-style-type: none"> • To improve basic skills levels across the Council • Improve service delivery and outcomes • To enable better career development and progression

Priority 5: Focusing on our customers

Ensuring that all the actions taken by employees are for the ultimate benefit of customers and that all workforce activities reinforce the link to improved outcomes for our citizens.

Key Messages

- **We will deliver on our promise to put the customer at the heart of all we do**
- **We will provide a clear template of customer service for all employees to ensure high standards of customer service across the Council**
- **We will ensure that access to services is organised on the basis of convenience for customers**
- **Employees will be empowered to deliver organisational change**
- **Every employee will be expected to contribute to improving customer satisfaction**
- **Our flexible workforce will be able to respond to changing customer needs, internal and external drivers**

Supporting Actions

Despite the levels of personal commitment of employees towards customer service, the Council has not placed sufficient emphasis on the customer as a golden thread through all activities and initiatives. However, progress is being made - customer focus is key within the new Competency Framework, and many service reviews are taking the customer journey as their basis. We need to develop this approach further.

Our first priority is to refresh the Customer Strategy to ensure that all employees understand the standards expected and that we have a clear way forward to improve access to our services. This will include work to ensure that our customers are aware of the standards that should be applied.

We need to build on the commitment of employees and give frontline people and teams more autonomy to act to meet customer needs. This is a key feature of the cultural shift the Council has initiated. In achieving this we can be confident that

changes do not adversely affect customers inadvertently and that we understand, at the point of delivery, what our customers need.

The Council will be undertaking a systematic programme of service review and business process re-engineering (BPR) activity. Through BPR we can identify the current customer pathway and consciously amend our systems and processes to improve the customer experience and outcomes. This should result in improved customer satisfaction. Involving employees in these processes, with the necessary training and support, will be important if we are to deliver sustained change for the benefit of the citizens of Nottinghamshire.

There will be improved customer service training available for all employees to support the embedding of the competency framework and improved customer outcomes. Initially this will be prioritised towards the frontline.

The Leadership Development Programme will also emphasise the customer ethos and challenge managers to become more customer focused and empower their frontline people and teams to have more control over the design and delivery of services.

Action	Who	Outcomes
Implement corporate Customer strategy	CLT, Customer Service Team, and Departmental Managers	<ul style="list-style-type: none"> To articulate the standards required of all staff To alert the customer to the standards they can expect Recognition of customer service as an area of expertise To co-ordinate customer focused activities
Channel shift project	CLT, Customer Services, Communications and Marketing and Departmental Managers	<ul style="list-style-type: none"> To ensure that customer access works for the customer and the authority Utilise most cost effective channels Focus face to face or telephone customer access to staff with identified customer service skills
Roll out customer service training across the organisation	HR and Departmental managers.	<ul style="list-style-type: none"> Refresh the offer for customer service training Ensure that there are appropriate options for frontline employees.
Develop and maintain network of customer service coaches and mentors to support front line staff	Customer Service Team and L&D teams	<ul style="list-style-type: none"> To ensure that high standards of customer service are embedded in day to day activity To ensure that staff are enabled to apply learning and skills in practice
Service Review/BPR process – including training as necessary	CLT, Improvement Programme and Departmental Managers.	<ul style="list-style-type: none"> Train and empower employees to re-engineer systems and processes from the customer perspective Maintain the focus of creativity and change at the frontline
Leadership Development Programme	HR and Departmental managers.	<ul style="list-style-type: none"> To embed customer care as a golden thread through management activities Transferring the skills to managers to unleash the creativity of employees to design and deliver services for customers

**REPORT OF SERVICE DIRECTOR - HUMAN RESOURCES AND CUSTOMER
SERVICE****FORMAL PERFORMANCE MANAGEMENT PROCEDURE****Purpose of the Report**

1. The purpose of this report is to seek the approval of Personnel Committee to replace the current section G9 Capability/Performance Procedure of the Personnel Handbook with a new section E11 Formal Performance Management Procedure. A copy of which is attached as Appendix A.

Information and Advice

2. The effective and efficient performance of employees is a key contributor to the overall success of Nottinghamshire County Council. Effective performance management ensures that employees are clear on what the organisation is trying to achieve and how their contribution fits into meeting these identified objectives overall. Furthermore, every employee should understand what standard of performance is required and how this can be achieved. Managers should identify skills and knowledge gaps and provide the necessary development to ensure these gaps are closed and that the required standards are met and individual levels of performance are sustained.
3. The recent introduction of the competency framework has provided a more robust system to enable managers to measure and monitor performance consistently across the whole organisation. This allows managers to recognise good performance but also to take the necessary actions to address any performance shortfalls and to ensure areas of unacceptable performance are swiftly addressed to enable employees to fulfil their potential. Early identification of any potential issues gives managers the opportunity to put plans in place to support employees in making improvements and employees the maximum opportunity to make the necessary changes. Where individual poor performance goes unaddressed, in addition to the impact on the individual employee concerned, it can have a demotivating effect on colleagues and may result in wider issues across a team.
4. The current policy set out in section G9 of the Personnel Handbook is lengthy and managers and employees report it as being confusing and unwieldy in that it refers to periods of both informal and formal monitoring. People are often unaware of where they are in the process which can detract focus from making the required improvement.

5. The new procedure is shorter and more streamlined than that set out in section G9. The informal aspects of performance management are now undertaken as part of the Employee Personal Development Review (EPDR) process using the competency framework. Feedback from managers and employees on the new EPDR and competency framework has generally been positive and they have welcomed the approach. Therefore it is unnecessary to repeat the informal elements in the performance management procedure as they will already have been undertaken as part of routine performance management.
6. The new performance management procedure is to address those employees who, despite significant time and effort invested to assist them make the necessary improvement, for whatever reason, are unable to do so. The new section E11 still relies on a phased approach with warnings being required and further training and support offered to enable improvement before the decision to dismiss can be taken. In developing the revised process, significant weight has been given to information available in the ACAS Advisory Booklet "How to Manage Performance".
7. Trades union colleagues have engaged fully with the consultation process in relation to the new procedure and have made detailed written comments as well as attending meetings on 14th May and 25th June to further debate the proposed policy. Many of the comments made have been incorporated into the revised documentation; including the trades union side request to move performance management from the section on Health, Safety and Employee Welfare to the section on Employee Relations. However, concern has been expressed by trades union colleagues that the revised process is being introduced to exit people more swiftly from the organisation and as they were opposed to the introduction of the Capability /Performance Procedure, so they remain opposed to the introduction of this revised policy.
8. Detailed management guidance has been produced. This highlights all the support which needs to be put in place to support and enable employees to reach the required standard. Failure to put the necessary support in place for the employee could mean that they do not achieve the required standards and could result in any future decision to dismiss them from their employment with the County Council as being considered unfair. The guidance also seeks to provide advice to managers on how to differentiate between matters of conduct and capability.

Other Options Considered

9. A range of different options have been considered in the development of the new policy; including consideration of policies from other organisations and the ACAS guidance. Comments from trades union colleagues, legal services, feedback from managers and from members sitting on the Appeals Panel have also been reflected in the development of the policy.

Reasons for Recommendation

10. It was recognised during the recent LGA Peer review that we need to do more to embed a culture of effective performance management and improvement in the organisation. To ensure we develop a culture of continuous improvement, managers must have the ability to effectively manage employee performance. The current process is not widely used and causes confusion for both the manager and employee alike. It is therefore considered necessary to develop robust guidance and a more defined and streamlined process which enables managers to work with staff to ensure their performance is of the required standard whilst ensuring there is a proper mechanism to remove staff from their posts fairly and in accordance with natural justice where employees have consistently not reached the required standards.

Statutory and Policy Implications

This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

11. Good performance management results in more effective and efficient services being delivered. At a time when we are reducing headcount and management tiers, we need to develop more streamlined policies and procedures to enable managers to manage their teams more effectively. By driving up improved performance, this will have an impact on the cost effectiveness of the services we provide.

Equalities Implications

12. The new procedure will apply to all centrally employed employees with the exception of those covered by the Teachers Pay and Conditions Policy and should ensure that employees are treated equitably and consistently. New arrangements are being introduced from September regarding the performance management of teachers. The existing equality impact assessment for the Capability/Performance Procedure will be reviewed and will be updated to reflect the proposed changes

Human Resources Implications (GME 24.08.12)

13. The Human Resource implications have been considered within the body of this report. The trades union comments are reflected in paragraph 7 and are available in full as a background paper.

RECOMMENDATION

That Personnel Committee approve the removal of section G9 from the Personnel Handbook and approve the introduction of a revised Performance Management procedure at section E11 as set out in Appendix A.

Marjorie Toward
Service Director - Human Resources and Customer Service

For any enquiries about this report please contact: Gill Elder, HR Group Manager, Environment and Resources on 0115 9773867

Constitutional Comments (GR 31.08.12)

14. Pursuant to section 69 of the County Council's Constitution, the Personnel Committee has the delegated authority to approve the recommendations contained within the report.

Financial Comments ((MB 31/08/12)

15. There are no specific financial implications arising from the report

Background Papers

Performance Management Good Practice Guide
Dealing with Disability Related Performance Issues
Trades union comments

Electoral Division(s) and Member(s) Affected

All

E11 Performance Management Policy and Procedure

1. Context

This policy reflects Nottinghamshire County Council's commitment to effective performance management and provides a framework for managers to work with employees to establish standards; to maintain satisfactory performance; and to encourage improvement where necessary.

The policy supports and enables every employee to contribute towards the goals of their teams and the organisation as a whole. Employees will know the priorities, aims and objectives of the County Council; understand how their role contributes to achieving these goals; ensures they possess the necessary skills and competencies to fulfil their role; are aware of the expected standard of performance; can expect to receive positive, constructive feedback; and be supported and enabled to identify and address any performance gaps.

2. Scope of this policy

This policy is applicable to all centrally employed County Council employees with a few exceptions including temporary staff with less than 12 weeks service; workers supplied through an employment agency and those covered by the School Teachers Pay and Conditions (STPC) document. For those covered by the STPC document new statutory arrangements came into effect from 01 September 2012 (the School Teachers' Appraisal (England) Regulations 2012 (the Appraisal Regulations) which replace the Education (School Teacher Performance Management) (England) Regulations 2006. The Appraisal Regulations 2012 set out the principles that apply to teachers in all maintained schools and **unattached teachers** employed by a local authority in each case where they are employed for one term or more.



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This policy should be read in conjunction with the following policy and guidance:

- the [Competency Framework and guidance](#) for each tier
- [Employee Performance and Development Review](#) (EPDR) Process
- The [Performance Management Good Practice Guide for Managers](#)
- Dealing with Disability Related Performance issues – See [Appendix B – Section G9 Capability/Performance Procedure](#)
- Any relevant Professional and Technical Competencies

Any performance issues relating to an agency worker should be addressed through the supplying agency.

This policy is intended to address poor performance. It will not apply to cases involving sick absence; unsatisfactory probation periods; proposed redundancies or misconduct.

3. Principles and Commitments

Performance management will be applied fairly and consistently. Employees will not be discriminated against because of their age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity or trade union membership status. The County Council recognises the contribution of individuals and values diversity. Employees will have a clear understanding of their job purpose and the standards expected of them. Managers will support and enable employees to reach the required level of performance through the following means:

- effective induction into a new role

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- access to relevant learning and development opportunities, including coaching and mentoring where appropriate
- clearly understood objectives which are SMART (specific, measurable, achievable, relevant and timely)
- regular support and supervision which includes constructive feedback on performance and a reminder of required standards
- completion of the EPDR process including assessment and regular reviews completed within the published timescales
- effective use of the [competency framework](#) as outlined in the related guidance
- a commitment to address any performance issues at the earliest opportunity to ensure the employee has the ability to improve to the required standard.

Performance management will happen as part of the normal day to day management arrangements and individual performance will regularly be discussed in supervision sessions and as part of the EPDR process. Team performance will be discussed in regular team meetings.

4. Key actions to meet the commitments set out in the policy

Managers are required to reasonably consider the performance issues and the action taken to address them before formal action is instigated.

Employees will be given every opportunity and all appropriate support to improve. However where the required improvement is not made and sustained or the case is of more serious poor performance, the procedure outlined below should be used. Details of the steps taken to try to achieve the required improvement will form part of the evidence presented at any future formal hearing. Early intervention by managers will include:



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- clarifying the required standards
- identifying areas of concern
- establishing the likely causes of poor performance and identify any training needs
- setting targets for improvement and a timescale for review.

Managers must maintain written records to support the action taken to address performance issues. Any written evidence should include supervision minutes; minutes of ad hoc meetings called to address performance issues; and letters highlighting concerns about an employee's performance. It should also contain a record of the steps taken to address the performance issues, for example, training records, learning logs, action plans. The employee should be aware of all the written records regarding their performance but they do not necessarily have to be in agreement with the content. Where a disagreement cannot be resolved, the employee or their representative can provide a note outlining the points of disagreement which will be attached to form part of the official record.

Managers must consider whether poor performance could be related to a disability and, if so, whether there are reasonable adjustments that could be made to an employee's working arrangements, including changing duties or providing additional equipment or training. If an employee wishes to discuss any adjustments/adaptations they require or if they want to inform their employer of any medical condition(s) considered relevant to their performance, this should be done through their line manager or a member of the [HR team](#).

All managers have a responsibility to implement this policy and follow the outlined procedure where necessary and to make sure their staff are aware of



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both the policy and procedure and understand how it applies to them and their personal responsibilities under it.

5. The Procedure

Formal action will not be taken against an employee until the case has reasonably been considered. This means that the issues have been identified and where practicable, the employee has been given every opportunity to improve their performance. This is a staged process where the employee receives a warning(s) about the need to improve their performance to the required standard before any further consideration is given to their future employment and the potential for their contract of employment to be terminated under the terms of this procedure. Employees will not normally be dismissed for performance reasons outside of their probation period without a previous warning being issued.

The employee will be informed in writing that the procedure is being instigated when their performance has fallen below the required standard and they have been unable to make the required improvement within the given timescale. The employee will be given the opportunity to state his or her case at the hearing before any decision is taken. The employee's case can be made in person, through a representative or by making written representations.

In some exceptional cases, it may be advisable to temporarily redeploy, adjust existing duties or suspend an employee because of the risk their poor performance poses to service users, the public or their colleagues. Suspension is on contractual pay and is a neutral act. See [Paragraph 4 – Section E3 Disciplinary Procedure](#). However once an employee is suspended they are unable to demonstrate improvement in their performance and



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consideration will need to be given as to whether they can return to their substantive role with an appropriate risk assessment in place or whether redeployment to a different, equivalent or more junior role is more appropriate. Some cases of performance shortfall may be so significant as to constitute gross negligence and these circumstances may be better considered under the Discipline procedure. Managers are strongly advised to discuss any such cases with their usual [HR team](#).

Employees will be provided with written copies of any information to be relied upon at the formal hearing; this includes any written evidence, professional codes and/or relevant witness statements. The employee has the right to be accompanied by a trade union representative, other suitably indemnified person, appropriate work colleague or support person at any formal hearing arranged as part of this process. (Please note that any support person present is not entitled to speak as part of the process and are there solely to provide individual support to the employee).

The employee will receive 15 working days notice of any formal performance management hearing and have received a copy of the management statement of case and any written evidence to be relied upon within 10 working days of the hearing. The employee must submit their statement of case and any response to the management case no later than 5 working days prior to the hearing.

The line manager will convene the hearing to review the performance of the employee and any action taken to date to enable the necessary improvement to be made. This will include consideration of a management statement of case which identifies the performance issues and provides evidence of what support and assistance has been put in place to address these issues and to enable the employee to improve. The manager must be able to provide information regarding job purpose; standard setting; induction; support and supervision and any previous warnings about the implications for continued employment if improvement has not been made and maintained. The panel



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will consist of a chair person, a second panel member and an HR adviser. The panel members will have no previous direct involvement in the case.

6. Stage 1 – possible outcomes of the performance management hearing

A **written warning** for unsatisfactory performance can be issued where acceptable standards have not been met. The written confirmation of the warning will set out the performance issue(s); identify the improvement that is required and the timescale in which to make the necessary improvement. The warning confirmation will also identify any additional support and training to help close the performance gap and provide advice on the right of appeal. The individual will be advised that this constitutes the first stage of the performance management procedure.

A record of the warning will be kept on file and will be subject to regular review for the first 12 months to ascertain whether the required improvement has been made and sustained. The warning will remain on file and can be referred to within any 2 year period to ensure that satisfactory performance is maintained. This period may be extended up to 3 years where there has been a significant period of absence which has not allowed the employee to demonstrate their ability to sustain their improved performance.

However, in the unfortunate event of a further deterioration in performance or failure to achieve the required standard within the required timescale, the manager can move to the second stage of the formal process.

A **final written warning** can be issued if the performance issue is sufficiently serious; if unsatisfactory performance is longstanding with no or insufficient improvement towards meeting the required standards or if there is a failure to improve performance sufficiently whilst a prior warning is still current. This will give details of the improvement required and of the timescale to make this in. It will also warn that failure to improve may lead to dismissal or some other action short of dismissal. A copy of the final written warning will



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be kept by the line manager and again can be referenced within a 2 year period to ensure improved performance is maintained.

7. Stage 2 – possible outcomes of the performance review hearing

If there is a continued failure to improve performance, the outcome of the second stage of the procedure may be dismissal or some other action short of dismissal such as redeployment to a lower graded post.

The decision to dismiss with contractual notice will only be taken after a full examination of the case to date; the steps taken to assist the employee meet the required standard and any other mitigating factors. The panel will consist of a chair person with the relevant power to dismiss, a second panel member and an HR adviser. The employee will receive confirmation of the panel's decision in writing, giving the reasons for dismissal, within 5 working days of the hearing. The letter will also advise the date on which employment will terminate and outline the right of appeal.

If some action short of dismissal is decided, the employee will receive details of the issues; the action required to make the necessary improvement and will be warned that dismissal could result if there is no satisfactory, sustained improvement. Where redeployment has been recommended, the letter will confirm the details of the person who will support the search for alternative employment. The decision letter will also contain information about the right of appeal. Possible outcomes short of dismissal may include:

- Issue a further written/final warning.
- Extension of the monitoring period for a specified time
- no further action required
- redeployment
- undertake a risk assessment
- Assess whether there are reasonable adjustments required under the Equality Act 2010.



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Please note that if the confirmed outcome is demotion to a lower graded post where the employee agrees to take up such an appointment and a suitable post is available, [pay protection](#) will not be paid in these circumstances.

8. Appeals

All appeals against the issue of a warning or dismissal under the Performance Management procedure will be considered under the County Council's Appeals Procedure. See [Paragraph 8 – Section E3 – Disciplinary Procedure](#).

**REPORT OF THE SERVICE DIRECTOR - HUMAN RESOURCES AND
CUSTOMER SERVICE****INVESTORS IN PEOPLE RE-ACCREDITATION****Purpose of the Report**

1. The purpose of this report is to provide Personnel Committee with an update in relation to the Investors in People (IiP) re-accreditation process.

Information and Advice**Background**

2. The Investors in People standard helps organisations to improve a number of business areas such as communication, employee development, contribution and motivation. It has been designed to work in any size or type of organisation and is an internationally recognised and respected mark of good practice. It provides a link between organisational and individual development.
3. The County Council has been an investor in people organisation for over 10 years. The re-accreditation process is carried out on a three yearly cycle with the County Council being re-assessed in May of this year. The result of this assessment process was that the Council was successfully re-accredited against the Investors in People standard.
4. Securing the Investors in People standard at this time is a significant achievement for the County Council, particularly in the face of financial challenges, organisational redesign and restructuring and the degree of change which is taking place across the Council as a whole.

The assessment process

5. The assessment process took place over a 3 day period and involved an external group of 4 assessors reviewing the “people processes” of the organisation. Employee feedback is a significant feature of the Investors in People assessment process which also involved a sample of employees being interviewed from across the organisation from managers to frontline employees.
6. The Investors in People standard consists of 10 indicators of good practice each with a central theme which are as follows:

- **Plan** - Developing strategies to improve the performance of the organisation
 - **Do** - Taking action to improve the performance of the organisation
 - **Review** - Evaluating the impact on the performance of the organisation.
7. During the assessment procedure the County Council was assessed against each of these indicators through a process of interviews which involved the Leader of the County Council, the Chair of Personnel Committee, the Chief Executive, Corporate Directors, managers and employees. Trade Union colleagues were also interviewed as part of this process.
8. Much of the ongoing work that the County Council has been committed to over the last few years has contributed significantly to the Investors in People reaccreditation. This has included:
- The new strategic plan and target operating model incorporating the County Council's vision, ambitions and values
 - Development and roll out of the "One Council - One Team" as part of the wider cultural change programme
 - The Improvement Programme including the engagement of strategic priorities to fundamentally change the Council and the way it works
 - Development and launch of the management competency framework
 - The revision and re-launch of the internal communications framework to ensure effective two way communication and improve overall staff engagement.
9. In terms of the employees who were interviewed they needed to be able to explain and give examples of the following at a level that is appropriate to their role:
- Knowing the direction of the service area / organisation
 - Understanding their contribution
 - Equality of access to development
 - Encouragement to be involved and put ideas forward
 - Confirming managers' effectiveness
 - Receiving recognition
 - Involvement in decision making
 - Learning and development being organised and why
 - Understanding the impact of learning and development on performance at all levels
 - Continuous improvement in the way they are managed and developed

Feedback from the Assessors

10. In the final report, the inspectors highlighted the following as strengths of the County Council:

- Inspirational leadership from the Chief Executive and Corporate Leadership Team
- strong vision and values that have been communicated effectively
- Open and supportive management styles
- Well established learning and development systems
- Highly effective communications
- People fully involved in consultation
- Continuous improvement part of the culture
- High standards of training resulting in professional staff
- Experienced and well-led HR department.

11. The key areas for development were identified as awareness and accessibility of learning and development for all; leadership development and communication of key messages to front line employees.

12. The assessors recognised the significant improvements that have been made in relation to internal communication mechanisms and indicated that employees recognised that managers were working hard to try and improve in this area. However, some front line employees fed back that they were not aware of some of the key messages such as “One Council - One Team” or if they were aware of it they did not really understand what this meant for their role and service area in practice. Therefore further work is required to develop and embed this understanding across the whole workforce.

13. Some employees also fed back that they were not aware of the full range of learning and development opportunities available to support the implementation of the competency framework. This ranges from self directed learning such as how to and self help guides through to e-learning, coaching and mentoring and workshops, briefings and class room based training with some courses leading to externally awarded qualifications. Further work will therefore take place to make sure that managers and staff are more aware of the range of options available and how to access these and that these routes are understood and made more accessible to front line staff in particular. The focus of delivery in some key areas such as customer service training has switched to ensuring more front line staff are trained. It is important therefore that staff are enabled and supported to take up these opportunities.

14. In terms of feedback about the competency framework and new Employee Performance and Development Review (EPDR) process itself, the assessors indicated that where staff and managers were using this the feedback was positive. However, not all staff and managers were using the new process. Therefore further work is required to make sure this is being implemented across the whole Council.

15. The need for further leadership development was highlighted by both managers and employees. As part of its transformation programme the County Council has embarked on a programme of Leadership Development for its managers. The programme has already started for the Corporate Leadership Team and Service Directors and in the Autumn will extend to Group and Team Managers. The aim of the programme is to ensure that there is a consistent approach to leadership and

management in line with the “One Council - One Team” approach; to develop and embed effective leadership behaviours and ensure that good practice will be more widely shared across the organisation.

16. An action plan is being developed by the Investors in People Steering Group; a cross organisational group made up of representatives from all departments at different levels in the organisation. The areas for development and supporting actions will be fed into existing streams of work.
17. The full Investors in People report has been made available to employees via the intranet and discussed in the Chief Executive’s Bulletin, Frontline magazine and at team meetings as part of the Team Talk process. Copies of the action plan, once agreed, will also be made available.

Other Options Considered

18. This is one of a number of assessment processes that informs the performance management framework of the County Council and, alongside the Peer Review, will contribute towards the implementation of the organisational change required to ensure the delivery of the Council’s strategic priorities.

Reasons for Recommendation

19. This assessment was externally led against an internationally recognised benchmarking standard. A key aspect of the assessment is the gathering of feedback from employees. The report is very positive overall and recognises the efforts that the Council has made in wider organisational development and our employee development programmes whilst setting this in the context of significant organisational change and turbulence.

RECOMMENDATION

That Members note the positive outcomes of the re-accreditation process and the on going areas of development that the County Council is embarking on in relation to its workforce.

Marjorie Toward
Service Director HR and Customer Service
Environment and Resources Department

For any enquiries about this report please contact:

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Statutory and Policy Implications

This report has been compiled after consideration of implications in respect of finance, equal opportunities, personnel, crime and disorder and those using the service. Where such implications are material, they have been described in the text of the report. Consultation with staff and unions has been undertaken as part of the preparation of this report and the proposals within it.

Human Resources Comments (MS 15/8/12)

The Investors in People standards are committed to the development of organisations through their people. By continuing to meet this nationally recognised assessment process the County Council is demonstrating its commitment to the continued development of its workforce. Employees and the trades unions were interviewed as part of the assessment process. The trades union have been consulted on the contents of this report.

Constitutional Comments (KK 15/8/12)

The proposals in this report are within the remit of the Personnel Committee.

Financial Comments (MB 17/08/12)

There are no specific financial implications arising from the report.

Background Papers

Investors in People Report

Electoral Division(s) and Member(s) Affected

All

**REPORT OF THE SERVICE DIRECTOR - HUMAN RESOURCES AND
CUSTOMER SERVICE****SICKNESS ABSENCE PERFORMANCE AS AT 30TH JUNE 2012****Purpose of the Report**

1. To update Members about Nottinghamshire County Council's performance in relation to current levels of sickness absence across its workforce.
2. To seek the endorsement by Members to the Employee Health and Wellbeing Action Plan for 2012/13, which sets out the key in-year initiatives for the further improvement of attendance levels.

Information and Advice**Background:**

3. One of the Council's strategic priorities is to reduce the number of working days lost due to employee sickness absence and at the Personnel Committee meeting on 13th June 2012 Members received data and analysis of the Council's performance against this key corporate performance indicator which set out the situation as at 31st March 2012.
4. This demonstrated that sickness levels across the County Council have improved gradually over the past two years. At the end of 2011/12 the average number of days absence per employee had reduced to 8.43 days per annum which exceeded the target set by the County Council for 2011/12 of 8.50 days sickness per employee.
5. The Council's current performance target for 2012/13 is **8.25 days** absence per employee per annum.

Current Performance:

6. The data set out in detail in **appendix A** to this report reflects the position at the end of the first quarter of 2012/13 (Q1 that is April to June 2012). This indicates that the current level is **8.16 days** sickness per employee on average, an improvement of **0.27 days** on the previous quarter and **0.09 days** above the current in year target.
7. A further quarterly update, setting out the situation as at 30th September 2012, will be submitted to Personnel Committee at its next meeting on 7th November

2012.

8. The absence reasons report for Quarter 1 2012/13 (**appendix A**), shows that, in common with all local authorities, absence attributed to stress and stress related illness continues to be the single greatest cause of sickness absence in the Council, having now stabilised over 2011/12 at around 20-21%. Stress currently accounts for **20.33%** of all absence, a decrease from **20.65%** at the previous quarter.
9. The Council's current Employee Health and Wellbeing action plan to support the delivery of its Wellbeing and Attendance Management Strategy therefore has a significant emphasis on building individual resilience and managing stress.

Employee Health and Wellbeing Action Plan 2012/13:

10. The continuing trend of falling sickness absence levels has been achieved by a refocus on working with managers to build employee health and well-being and encouraging employees to make lifestyle choices to feel fitter, healthier and more resilient at work.
11. In order to build on the progress made to date, the refocused Employee Health and Wellbeing action plan for 2012/13 is linked to the new leadership and management competencies in order to ensure that managers take responsibility and are accountable for proactively promoting a healthy and safe working environment.
12. The action plan for 2012/13 includes:
 - ongoing support for managers to provide a healthy and safe working environment to prevent and reduce absence
 - help and advice for employees to build their resilience to change and uncertainty, preventing stress becoming an issue that results in absence from work
 - reducing long term absence levels by helping all managers to rehabilitate employees who are off sick back into work as soon as possible and to support them to remain at work productively
 - continuing to provide lifestyle information and advice to employees both on-line and through our "Frontline" magazine and through targeted events on a variety of health and well-being topics.
13. It is anticipated that, with further development, the ongoing delivery of the action plan throughout the current year will further reduce absence levels. This will include further development of the partnership working already entered into between HR and Public Health as part of the ongoing promotion and delivery of the employee health and wellbeing agenda to NCC managers and employees.

15. HR will also continue to work positively with the trade unions through the Joint Wellbeing and Attendance Management Working Group to engage employees in taking personal responsibility for their own health and resilience at work.
15. The detailed action plan, which was considered by Corporate Leadership Team on 4th September 2012, shows progress to date and is set out as **appendix B** to this report.

Other Options Considered

No other options are currently being considered.

Reasons for Recommendations

The recommendations in this report will enable Members to review the current levels of performance and direction of travel set out in this report and the actions that are in place to maintain a level of performance which meets the Council's identified targets and supports continuous improvement in levels of attendance across the Council.

Regular update reports will be submitted on a quarterly basis.

Statutory and Policy Implications

This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

The human resources implications are implicit in the body of the report. The trade unions have been engaged in the delivery of the Employee Health and Wellbeing Action Plan through the Joint Wellbeing and Attendance Management Working Group

Trades Union Comments

Trades union colleagues have been consulted on the contents of the Personnel Committee report and the approach being taken by the County Council to Employee Health and Wellbeing. A joint officer and trades union working group has considered the issues and suggested approach in some detail. The trades union side welcome the overall reduction in absence levels but would be concerned if this has been achieved because employees are attending work when they are not fit to be at work. The trades union have also indicated that they are not surprised by the level of

absence due to stress. The trades union response is available in full as a background paper to this report.

Equalities Implications

The Council's Attendance Management policy and procedure applies equally to all directly employed staff. There is separate policy which is applicable to all Community Schools and is recommended to all schools with different governance arrangements. These procedures contain guidance which ensures that appropriate management of the sickness absence of employees with a disability complies with the requirements of the Equality Act 2010.

Financial Implications

The financial cost of sickness to any large organisation will clearly be significant and, along with increased productivity and engagement, there are significant savings to be drawn down from reduced absence rates.

It remains as yet impracticable to establish the true cost of absence to the Council as this is a complex calculation which needs to take into account a range of related factors, including the cost of providing cover in front line service areas.

Following the migration of all employee data into the Business Management System post Phase 2 implementation, it is anticipated that, during the next financial year, one of the benefits arising will be that the system will be able to provide the range of information necessary to inform a detailed analysis and accurate breakdown of the actual cost.

RECOMMENDATIONS

It is recommended that Members:

- 1) Note the current levels of performance and the trend of continuing performance improvement
- 2) Endorse the Employee Health and Wellbeing Action Plan for 2012/13

Marjorie Toward

Service Director HR and Customer Service

For any enquiries about this report please contact: Claire Gollin, Group Manager HR, on 0115 9773837 or claire.gollin@nottsgov.uk

Constitutional Comments (KK 15/8/2012)

The proposals in this report are within the remit of Personnel Committee.

Financial Comments (MB 17/08/12)

There are no specific financial implications arising from the report. As stated above, planned development of the Business Management System will provide more comprehensive financial information.

Background Papers

Trades union comments

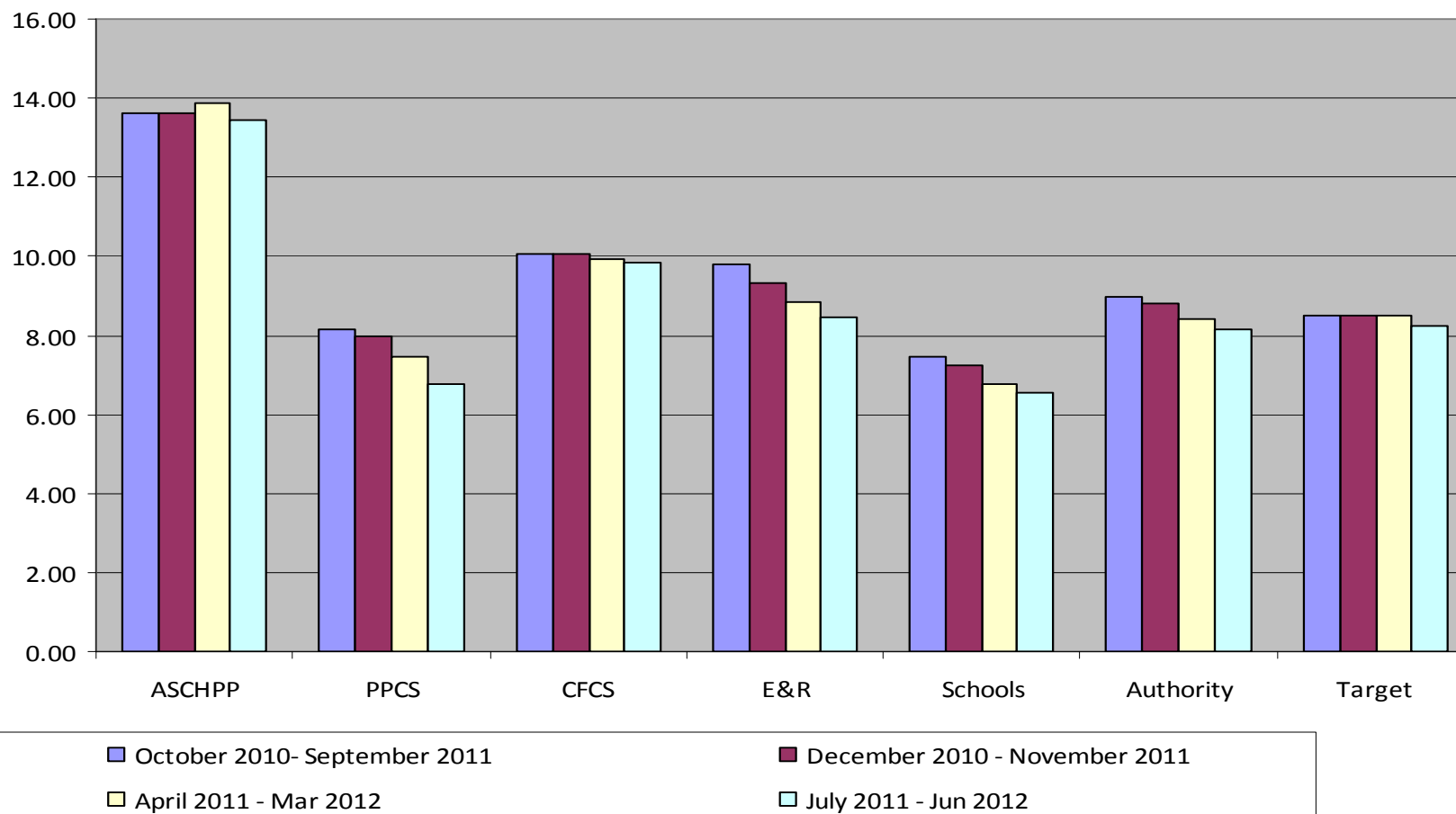
Electoral Division(s) and Member(s) Affected

All

Appendix A:

Performance (rolling basis):

Average number of days sick per employee for the authority by department

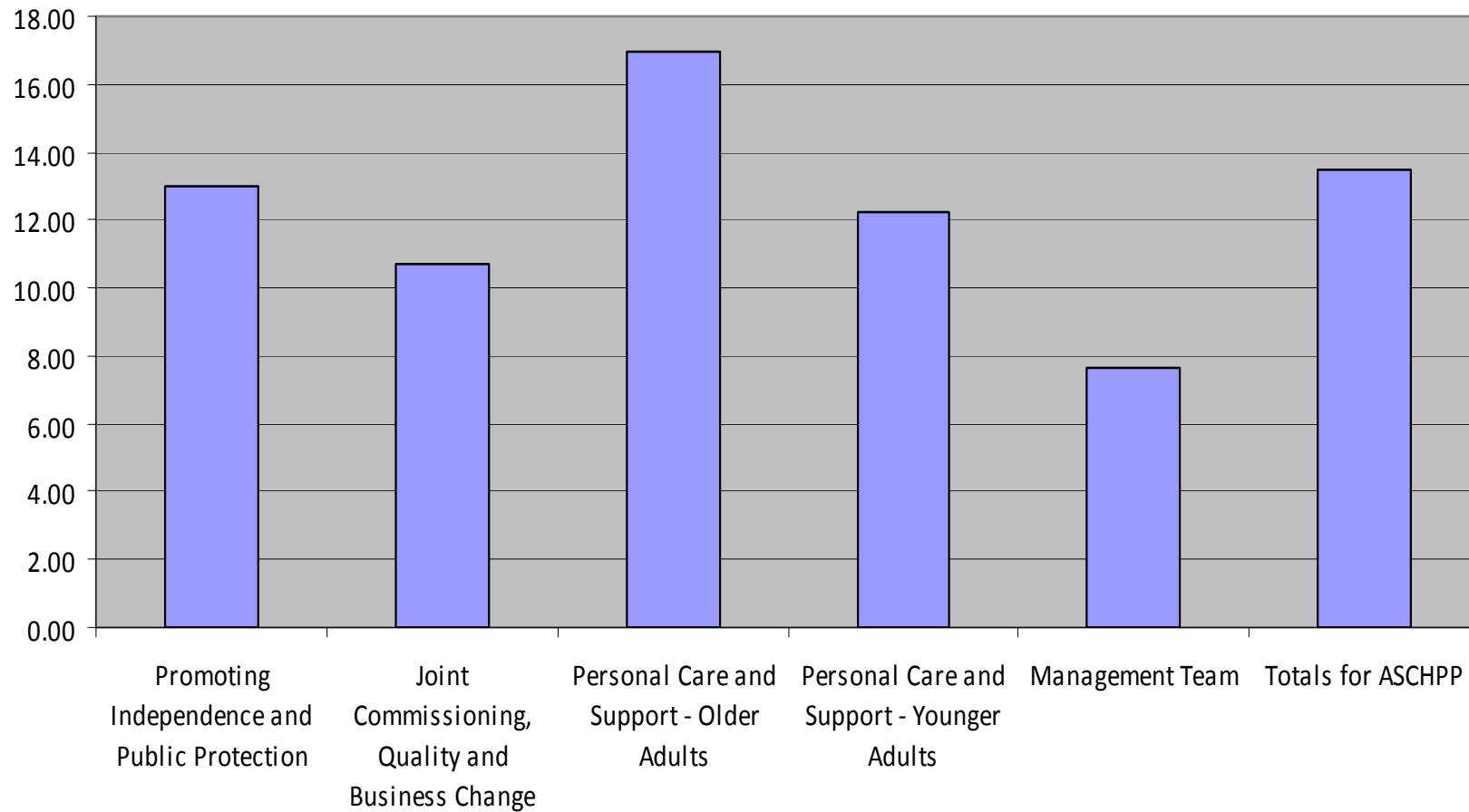


Performance (rolling basis)	October 2010- September 2011	December 2010 - November 2011	April 2011 - Mar 2012	July 2011 - Jun 2012
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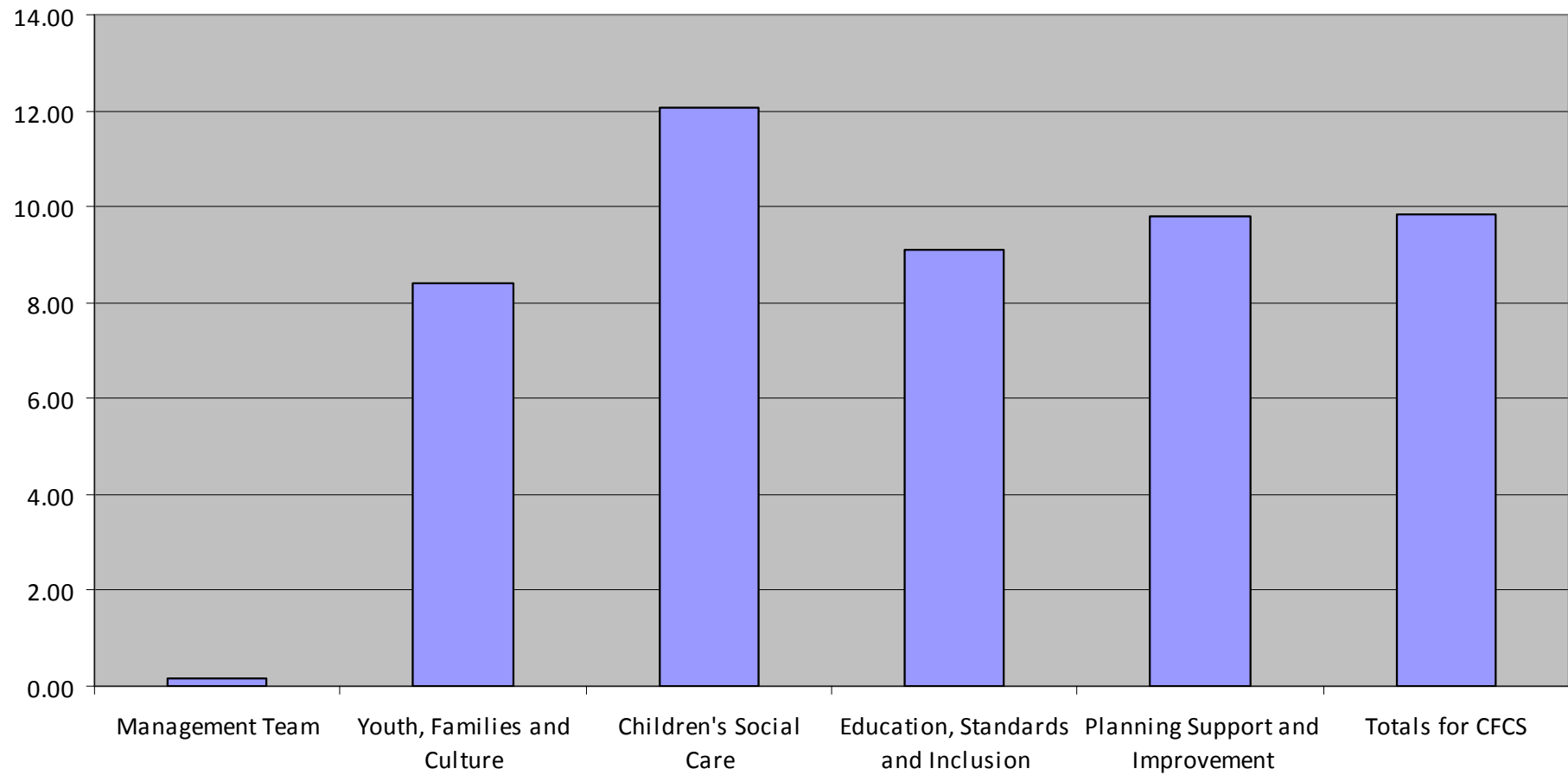
Department:

ASCHPP	13.61	13.63	13.86	13.45
PPCS	8.15	7.99	7.47	6.75
CFCS	10.07	10.05	9.94	9.84
E&R	9.81	9.32	8.85	8.45
Schools	7.45	7.25	6.77	6.54
Authority	8.99	8.81	8.43	8.16
Target	8.50	8.50	8.50	8.25

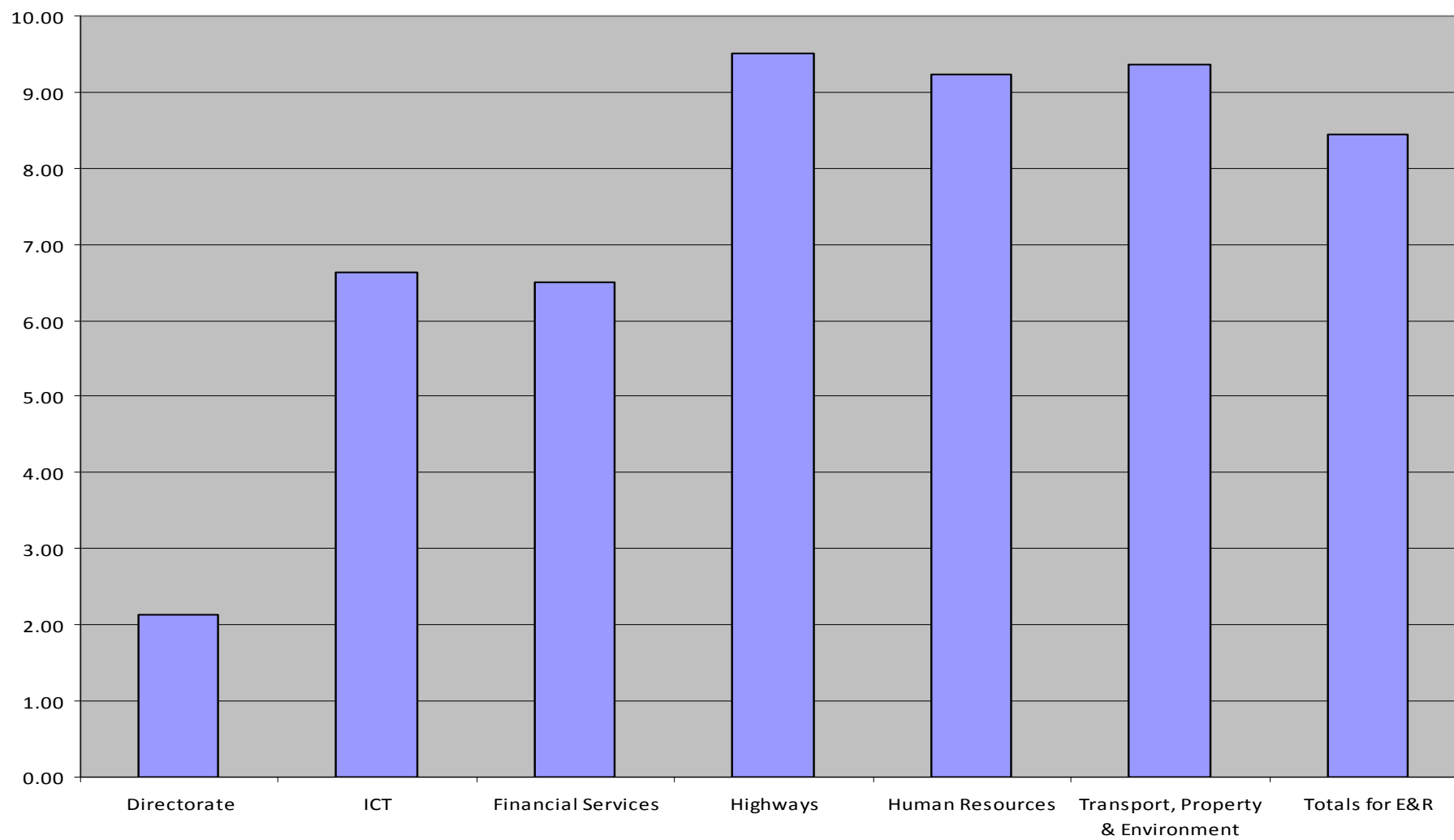
ASCHPP
July 2011 - June 2012



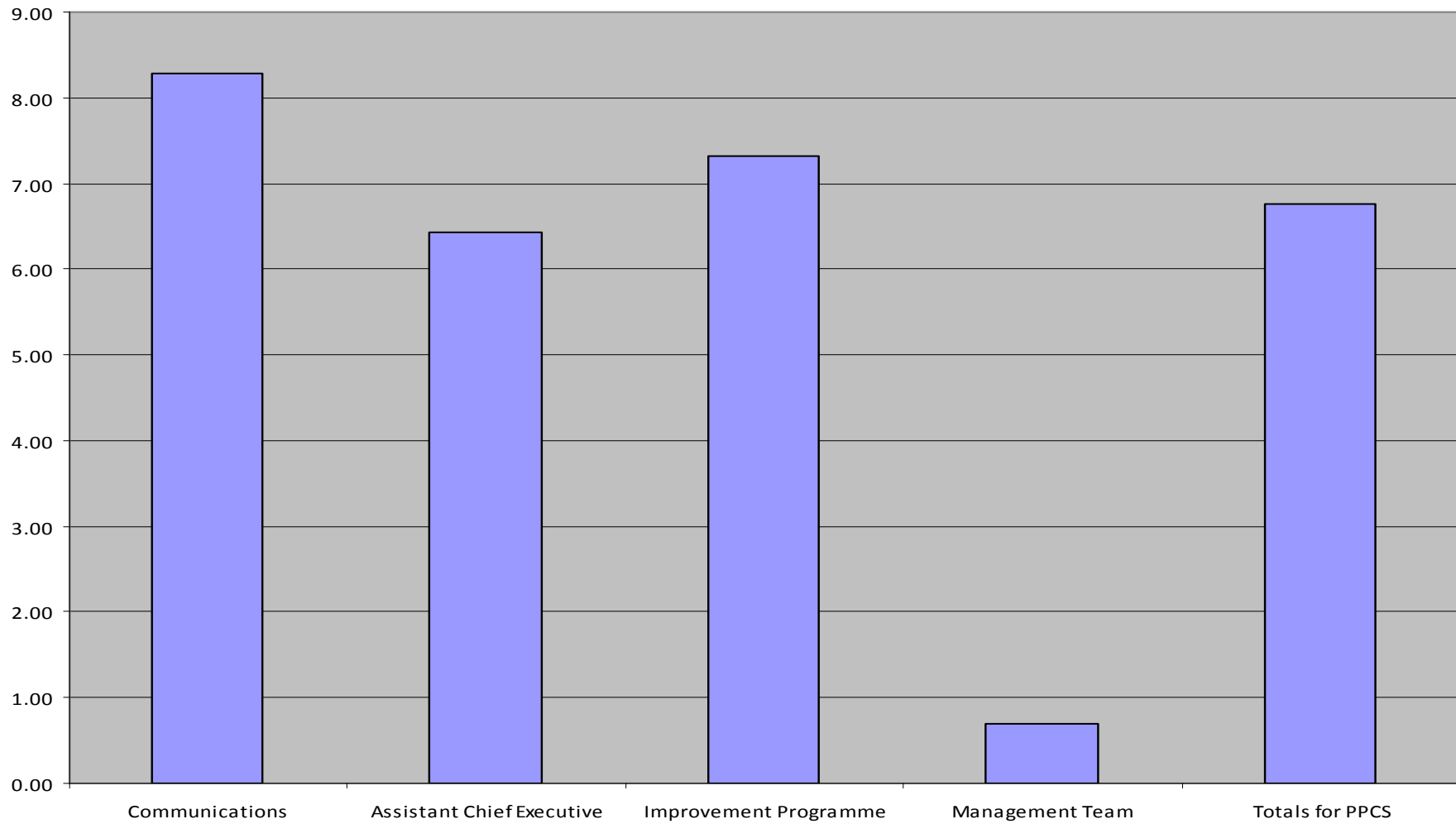
CFCS
July 2011 - June 2012



Environment & Resources
July 2011 - June 2012



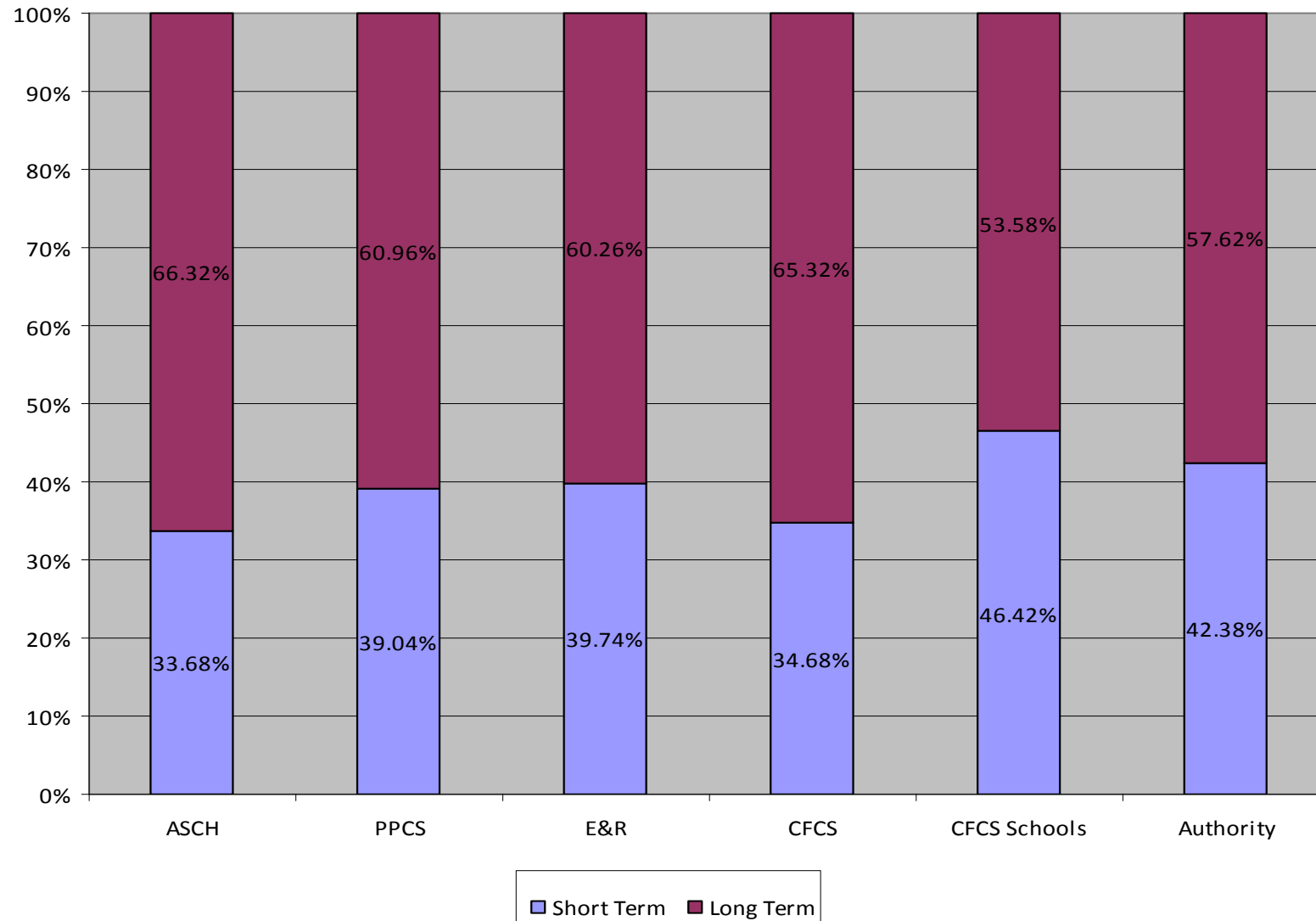
PPCS
July 2011 - June 2012



Reasons for Absence 1st April 2012 – 30th June 2012:

	BACK PROBLEM	OTHER MUSC PROBLEM	STRESS / DEPRESSION	COLD / FLU / SORE THROAT	HEADACHE / MIGRAINE	OPERATION / POST OP	CHEST / RESPIRATORY	PREGNANCY RELATED	STOMACH / DIGESTION	HEART / BLOOD PRESSURE	INFECTION	SKIN DISORDER	OTHER	NOT SUPPLIED
Adult Social Care & Health	8.51%	13.21%	21.39%	7.33%	1.58%	16.35%	2.70%	1.36%	7.15%	2.25%	2.76%	0.44%	12.09%	2.88%
Child Families & Cultural Services	3.13%	10.66%	29.43%	8.03%	1.81%	15.39%	3.59%	1.10%	6.92%	1.39%	2.54%	0.29%	14.55%	1.16%
Environment & Resources	9.34%	15.09%	13.71%	7.38%	1.23%	18.77%	2.37%	1.21%	7.23%	2.51%	2.80%	0.28%	16.16%	1.92%
Policy, Planning & Corp Services	4.08%	4.77%	40.37%	10.61%	3.71%	8.64%	2.10%	0.00%	11.06%	2.68%	2.92%	0.26%	3.65%	5.13%
Schools	6.28%	10.60%	19.46%	10.37%	2.27%	17.15%	2.75%	1.66%	9.26%	1.74%	3.03%	0.38%	12.63%	2.42%
Totals	6.68%	11.64%	20.33%	9.15%	1.96%	16.97%	2.78%	1.45%	8.35%	1.91%	2.89%	0.36%	13.24%	2.28%

**Distribution of sickness type
Jul 2011 - Jun 2012**



APPENDIX:

Employee Health and Wellbeing Action Plan 2012-13

<u>OVERALL AIM:</u> To improve employee health and reduce sickness absence rates to reflect average levels for County Councils by promoting working relationships and environments that encourage wellbeing and build resilience, with a particular focus on preventing and managing stress and reducing long term absence.					
<u>OBJECTIVE 1 - PROACTIVE PREVENTION OF ABSENCE:</u> Protecting employees from harm, reducing and managing physical and mental illness at source to avoid absence:					
a) Building Competency:					
Action	Expected outcome / target:	Progress	Risks	Timescale	Status
Ensure linkages into organisational development and transformation agenda to enable NCC managers to be properly and measurably accountable for effective and proactive sickness absence management to support ongoing improvement.	All managers take responsibility for proactively promoting a healthy and safe working environment	Linked into Risk Management, Safeguarding and Health and Safety competency for use in EPDR processes	Lack of management engagement Subject to monitoring and evaluation	Reinforce through management and leadership development programme in Autumn 2012.	Yellow
b) Building Resilience:					

Action	Expected outcome / target:	Progress	Risks	Timescale	Status
Reposition reactive approach to Stress Management through a proactive re-focus on organisational “Resilience Building” to ensure that employees have learnt resilient skills and have an increased change of coping with uncertainty and maintaining good health and attendance at work.	<p>Employees engaged in managing their own, individual; reaction to the pressures of change and to changing demands at work</p> <p>Managers engaged in effectively planning and prioritising workloads to reduce stress at source.</p>	<p>Intranet/Frontline magazine launch of principles of resilience</p> <p>Revised stress management policy, guidance and learning materials focussing on resilience.</p> <p>Linked into wider work on cultural change as a vehicle to plan for and mitigate the impact of reductions on remaining staff.</p> <p>Linked directly to management competency framework.</p>	Lack of management and employee engagement	Under development for launch September 2012	Yellow

C) Promoting Healthier Lifestyles and Proactive Health Surveillance:

Action	Expected outcome / target:	Progress	Risks	Timescale	Status
Planned programme of activity delivered in or planned for 2012/13 to coincide with national campaigns and awareness weeks: for examples see Addendum.	Employees are given regular and proactive information and support on how to prevent, identify and respond to	Regular well-being events, information and advice on NCC intranet and Frontline Magazine which directly engage	Lack of budget - reliance on cost neutral external / voluntary resources	Ongoing programme, continually updated	Green

Continued use of external resources inc links to web-based sources of expert wellbeing advice and support e.g. NHS	common health conditions and guided towards external professional sources of help and support.	employees in taking personal responsibility for their own physical and mental wellbeing by making life style changes. Positive feedback and good attendance levels at events to date.	Low level of employee engagement		Green
Appoint and train 6 additional Workplace Health Champions from a wide range of job types countywide, to build on and develop the existing cohort of Workplace Health Champions, Accredited to Royal Society for Public Health Level 2 qualification in Understanding Health Improvement.	Employees are directly informed by peers about healthy lifestyle choices and encouraged to make positive changes.	13 pilot Champions already appointed (Jan 12) and actively engaging Positive feedback and evaluation outcomes from initial tranche.	Failure to recruit sufficient Champions with required aptitudes Low level of employee engagement	By end October 2012	Yellow
Programme of activity accredited through NHS Change for Life Wellbeing at Work Workplace Health Scheme award through NHS Bassetlaw. Including baseline Employee health and lifestyle questionnaire to inform future targeting of well-being initiatives	Positive benchmarking of the Council's performance against requirements of a national standard	Collation of evidence for wellbeing at work award commenced June12.	Required criteria not assessed as met	Bronze award by Sept 12 Silver award by Feb 13 (Further work towards Gold award by Sept 13 as part of 13/14 action plan).	Yellow

d) Preventative intervention					
Action	Expected outcome / target:	Progress	Risks	Timescale	Status
Seasonal Flu vaccination campaign for all NCC employees, Winter 2012/13	Improved Duty of Care: Higher numbers of NCC employees are protected from contracting flu (no numerical target set).	Work with public health colleagues to develop recommendations. Agreed at CLT 3 rd July 12.	Lack of employee engagement	Campaign launched and promoted August 2012 for commencement in October.	Green
	Reduced impact of risk of infection to members of the public with whom NCC staff come into contact, including vulnerable service users.	Joint planning in progress to deliver flu vaccinations through NHS Occupational Health service providers.	No comprehensive or accurate data on uptake.		Green
	Fewer incidences of sickness absence attributable to flu.	Consideration to be given to further joint interventions.	Insufficient budget to meet demand.		
OBJECTIVE 2 – MANAGEMENT AND REDUCTION OF ABSENCE :					
Managing the workplace environment and developing coping mechanism in employee groups and teams:					
a) Managing Attendance Effectively :					
Action:	Expected outcome/ target :	Progress	Risks:	Timescale	Status

Further review training for managers to include a focus on building resilience. Provide additional training dates and remind managers of the requirement to attend on a mandatory basis. Develop complimentary e.learning materials Corporate Directors to ensure that all managers are required to attend linked to Competency Framework and EPDR process.	100% of all NCC managers are trained by March 2013	Courses run regularly and are promoted to managers on NCC intranet provided	Lack of organisational commitment to enforcing / monitoring mandatory nature of training	By April 2013.	Yellow
	All managers take a consistent approach to the management of sickness absence in accordance with the established policies	9 extra courses provided for 2012/13 As at end June 55 Managers already trained in 2012/13			
	A reduction in the number of 'Did Not Attends' for mandatory Attendance Management training events for managers by 80%. Employees are supported to remain productively in work wherever possible Continuing trend of falling absence rates.	A further 63 managers booked onto course programme for rest of 2012/13. "Did not attend" rate reduced from 30% in 2011/12 to 9% as at end June 2012/13.			Yellow
b) Proactive management of risk from workplace stress and stressors:					
Action:	Expected outcome/ target :	Progress	Risks:	Timescale	Status

<p>Relaunch the on line Stress Audit Tool, currently “Well worker”, which focuses on the six wellbeing indicators set out in the HSE standards to managers and Head teachers (positioned with revised policy, guidance and learning materials focussing on resilience),</p> <p>Guide and encourage all managers to complete stress survey questionnaire to identify the key stressors in their workplace and to develop and implement an action plan to prevent reduce and manage the stressors identified in their workplace accordingly.</p>	<p>Number of surveys completed increases by 20% during 2012/13</p> <p>Number of action plans produced following completion of survey increases to 100% by end March 2013.</p> <p>The proportion of absence attributable to stress is reduced by 6.1% from 20.65% to at least 19.40% (the local authority average), by 1st April 2013</p> <p>Reduction in number of claims against the authority related to stress in the work place.</p>	<p>Number of surveys completed 2011/12 = 29 schools and 44 non schools</p> <p>Number of action plans produced 2011/12 = 3 in schools and 2 non schools recorded as completed.</p> <p>So far in 2012/13 no action plans are recorded as having been completed</p>	<p>Lack of management / Head teacher engagement</p> <p>Action plans not delivered</p> <p>Liabilities arising from failure to with Health and Safety Executive (HSE) standards</p>	<p>Re-launch Autumn 2012</p>	<p>Orange</p>
<p>Re-launch and promote Skillport e.learning package on the Management of Stress, produced for managers and Head teachers (as part of the Services for Schools offer), in a more accessible format, to help them understand stress, their responsibility for dealing with it, and how to prevent it.</p>	<p>Level of uptake increases by 50% over whole year</p> <p>The proportion of absence attributable to stress is reduced by 6.1% from 20.65% to at least 19.40% (the local</p>	<p>Number of managers completion the e.learning module in 2011/12 = 218 including schools</p> <p>Number completed so far in 2011/12 = 9</p>	<p>Lack of management / Head teacher engagement</p>	<p>By end March 2013</p>	<p>Orange</p> <p>Orange</p>

	<p>authority average), by 1st April 2013</p> <p>Compliance with Health and Safety Executive (HSE) Stress Management Standards across the authority</p> <p>Reduction in number of claims against the authority related to stress in the work place</p>				
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OBJECTIVE 3- SUPPORT AND REHABILITATION BACK TO WORK:

Enabling employees experiencing ill health to remain in work and where absent return to work productively at the earliest opportunity:

a) Further improve and benchmark Occupational Health standards:

Action:	Expected outcome/ target :	Progress	Risks:	Timescale	Status
Accredit the Council's Occupational Health service against the national Safe Effective Quality Occupational Health Service Standards (SEQOHS), through the Clinical Standards Department of the Royal College of Physicians.	Quality of specialist OH advice and support ensured to better enable managers to support early return and sustainable rehabilitation back into work where absence occurs.	Registered for accreditation. Multi disciplinary project team, including Property, Finance and HR, convened and actively working towards accreditation	Lack of accreditation / failure to maintain accreditation	Fully accredited by end March 2013	Yellow
Review of Occupational Health service delivery options to schools and more widely, including	Delivery model ensures sustainable, customer focussed, value for	On going evaluation of current service model implemented following	As per wider service review project	By end 2012/13 for further review during 2013/14.	Yellow

opportunities to link into Public Health provision during 2013/14.	money service provision within the remodelled NCC framework.	2011/12 service review.	Customer expectation management. Staff engagement		
b) Targeted HR support					
Action:	Expected outcome/ target :	Progress	Risks:	Timescale	Status
<p>Further work with managers and Head teachers to action plan support for employees on long term sickness absence to return to and be rehabilitated back into work taking into account recommendations from GP Fit Notes</p> <p>Structured use of holistic data and information to support actions and decisions, taken from the following sources:-</p> <ul style="list-style-type: none"> • Stress Audits • the EPDR process • sickness absence data by department, section, teams and groups • information from Grievance & Harassment cases 	The percentage of cases of long term absence is reduced by 8.7% to 50% (or less) by 1 st April 2013.	<p>Some hotspot areas already identified from absence reporting data, divisional management teams engaged e.g. Children's Social Care pilot focussing on stress which reduced the average length of time absent from work in stress cases by 53% to 4 months before return to work with no further absence in most cases.</p> <p>Departmental RSEMBs engaged</p>	<p>Lack of managerial engagement</p> <p>Data validity</p>	By end December 2012	Yellow

Dark Green
Light Green
Yellow
Orange

<ul style="list-style-type: none"> • data from counselling and OH referrals • feedback from managers, HR teams and Trade Unions 					
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Status key:

Exceeded target

Achieved target

On track to achieve target

At risk of not achieving target

Missed target

No information available (pending)



Addendum:

Indicative examples from the planned programme of activities delivered in, or planned for, 2012/13, to coincide with national

campaigns and awareness raising weeks:

Healthier Lifestyle:

- Further Well-being Road Shows, 12 September at County Hall, 19th December 2012 (with a mental health focus) and March 2013 , at other county venues TBD
- Promotion of national Walk to Work Week May 2012
- 6 week weight loss sessions linked to national Eat Well for Life campaign, April – June 2012 at Countywide locations (73 employee participants enrolled)
- Additional after work physical activities inc. Zumba classes starting 25th June at County Hall and Lawn View House (43 attendees at taster session).
- Promotion of Food and Health day 28th July 12, working with County Catering to launch healthy choices in NCC staff restaurant/snack bars.
- Smoking Cessation : June 12 onwards, one to one support for employees with NHS support team
- Promotion of national Stress Awareness Day, November 2012

Health surveillance:

- Osteoporosis and Bone Density screening sessions countywide w/c 2nd July 12
- Intranet promotion of Men's Health week 11-17 June 12
- Promotion of seasonal Flu vaccination in partnership with Public Health / NHS Occupational Health service – autumn 2012.



26th September 2012

Agenda Item: 8

**REPORT OF THE SERVICE DIRECTOR - HUMAN RESOURCES AND
CUSTOMER SERVICE**

**NOTTINGHAMSHIRE COUNTY COUNCIL EMPLOYEE HEADCOUNT
INFORMATION**

Purpose of the Report

1. The purpose of this report is to provide Elected Members with an overview of the position in relation to the number of people directly employed by the County Council and trends in this data to enable members to monitor the impact of the Improvement Programme and Medium Term Financial Strategy on the workforce. Personnel Committee have received separately a report on the profile of the workforce.

Information and Advice

Background:

2. In late 2009 and into 2010 the Council initiated a programme of service review and organisational re-design to deliver a modern, leaner, less bureaucratic and more efficient organisation which is fit for the future. This included the implementation of a more streamlined management structure to release resources to reinvest in front line services and priority areas and improve and move decision making closer to the front line and the customer.
3. A number of detailed business cases were developed and agreed by Elected Members in order to deliver the proposed changes. These were progressed under the auspices of a Council-wide Improvement Programme to transform the Council and the way it operates.
4. The achievement of these ambitions and the strategic priorities set out in the Council's Strategic Plan and the response to the budgetary challenges facing the Authority as set out in the Medium Term Financial Strategy has resulted in an overall reduction in the number of people directly employed by the County Council. This is as predicted by the County Council in 2010 when an expected staffing reduction of around 2,500 over the following three years was announced.
5. Further information on the overall staffing of the County Council and how this has changed since 2009/10 is set out in the following paragraphs.

Headcount

6. The current County Council **headcount figure** for non-school based staff as at 31st July 2012 is **9,939**. This includes directly employed permanent and temporary staff. The figure excludes those employed in schools and relief, supply and casual employees.
7. The trend in the overall head count figures over the last three years can be identified from the table attached as Appendix A. This shows an overall reduction of 2,492 people since August 2009 when the number of people directly employed was 12,431. This represents an overall reduction of 20%.
8. This reduction is due to a number of reasons including the implementation of the service review business cases and organisational re-design of the Council with resultant redundancies and transfer out of some staff, natural turnover and retirement. These factors are explored in more detail in the following paragraphs.

Turnover

9. Natural turnover as employees reach retirement age, gain alternative employment or leave work for other reasons has generally been in the region of 11-12% over recent years. A proportionate degree of turnover is inevitable and desirable in any workforce. If predicted and planned such turnover can be used to support the achievement of predicted reductions in the workforce going forward and ensure the continued supply of new skills and ideas to supplement those within the existing workforce. This approach is reflected in the Council's Workforce Strategy. Turnover for the twelve month period up to 30th September 2011 had virtually doubled to 20.54%. The organisational service review and redesign will also have impacted on this figure with some people taking voluntary redundancy and retiring earlier than they might otherwise have done.

Redundancies

10. The Council remains committed to fulfilling its legal obligations by mitigating against the number of compulsory redundancies through the careful use of both voluntary redundancy requests and the robust management of the vacancy protocol process.
11. A wide ranging voluntary redundancy exercise began in 2009 and still continues where employees are able to express an interest in voluntary redundancy which was then considered by managers. Making the process open to employees across as much of the organisation as possible has maximised the use of voluntary redundancies and allowed

more creative identification of possible bumping opportunities. It has also supported more effective workforce planning as managers may not have been able to support all redundancy requests at a particular point in time but may be able to plan to utilise these requests in the future.

12. The following table details the redundancies as a result of the implementation of Section 188 notices since the Council's phase I of the Improvement Programme began in 2009:

	2009/10	2010/11	2011/12	2012/13*	Total*	%
Voluntary Redundancy	119	402	535	124	1180	80.51
Compulsory Redundancy	62	63	94	11	230	19.49
Total					1410	

*2012/13 figures subject to update

13. The table confirms that the majority of redundancies arising to date continue to be achieved through voluntary means. A range of mitigations including a vacancy control protocol to reserve vacancies for staff at risk of redundancy and associated redeployment search, retraining and job search support have helped to manage and minimise the impact on individuals. These are set out in more detail in the following paragraphs.

Redeployments

14. Every effort has been made to support employees at risk of redundancy by seeking redeployment into suitable alternative employment opportunities. The following table details the number of employees redeployed since 2010/11 when redeployment data began to be captured:

Year	Number of employees redeployed
2010/11	34
2011/12	86
2012/13*	18
Total*	138



*2012/13 figure subject to update

15. In comparison to the number of potential compulsory redundancies from 2010/11 onwards, there has been an overall **45% success rate**.
16. This figure also needs to be viewed in the context of an overall decrease in the number of posts available and available job vacancies as natural turnover rates have declined.

Support for employees at risk of redundancy

17. In order to pro-actively assist staff at risk of redundancy to remain in employment wherever possible, a dedicated intranet site has been developed.
18. Information regarding training opportunities, briefings, individual support sessions and other advice and support is located on this site. Managers are requested to facilitate access to this or to bring this to the attention of employees who do not routinely have access to a computer during the course of their employment. This information is also accessible via the internet so employees can access this from outside of their work base if they wish.
19. The support provisions continue to be very well utilised and between January and July 2012 alone:
 - There have been 94 training and support sessions offered. These range from career planning, CV writing and interview skills, dealing with change to planning for retirement and financial management.
 - A range of support and guidance is available on-line covering a wide range of topics - over 3000 information downloads have occurred between January and July.
 - Job seeking advice sessions have been provided in partnership with Job Centre Plus which were attended by 210 employees.
 - Pensions roadshows visiting larger County Council sites to provide one to one advice and deal with specific queries and inquiries from members of staff.
20. An ongoing programme of support for employees is in place into the Autumn and further dates will be provided into next year.

Vacancies

21. The Vacancy Protocol arrangements remain in place and have been important in enabling reductions to be made without the need for redundancy or providing redeployment opportunities for employees at risk of redundancy.

22. Of the general posts listed on the Section 188 notices issued since 2009, **581.5 fte**

were identified as vacant at the time the notice was served, that is, their deletion did not place an employee at risk of redundancy.

22. In addition, the section 188 notices identified reductions across the board in business support and management and supervision posts. A number of these posts were also vacant but were not individually identified on the section 188 notices. These vacancies contributed to the implementation of the redesigned business support functions and overall 25% reduction in the number of management and supervision posts across the County Council.

TUPE Transfers

23. Service reviews and reprioritisation of service delivery has resulted in the transfer of some service delivery to other providers with the associated staff transferred on County Council terms and conditions under the relevant legislation (TUPE) in a number of areas.

24. This is balanced by the fact that other functions, such as the Highways Manage and Operate Partnerships (MOPS), have recently come into the direct management of the County Council, along with the associated employee cohort.

25. The overall impact of the reductions listed above needs to be considered in the context of these fluctuations in the workforce due to the implementation of TUPE transfers of staff in and out of the authority. The table in Appendix B details areas where transfers have occurred and the net impact on the number of people directly employed by the County Council.

Next Steps

26. The County Council is broadly on track with the implementation of the various business cases to complete the review of services and re-design of the County Council and meet the associated savings targets identified in the existing business cases up to April 2013. Opportunities for further savings and the continued transformation of the County Council into 2013/14 and beyond will need to be identified and reflected in the next phase of the work of the Improvement Programme.

27. The Personnel Committee in March 2013 will receive an update report on the headcount information to reflect the ongoing trends. This will sit alongside the workforce monitoring data which provides more detail on the make-up of the workforce.

Other Options Considered

28. A wide range of options and actions have been considered as set out in the body of the report.

Reasons for Recommendations

29. The provision of this information will enable Members to review the impact of the Council's Improvement Programme and Medium Term Financial Strategy in terms of the numbers of people directly employed by the organisation. Regular update reports will be submitted on a six monthly basis. Information in relation to the make up of the workforce will continue to be monitored in line with statutory reporting requirements and members updated on this as reported to Personnel Committee previously.

Statutory and Policy Implications

This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Human Resources Implications

30. The human resources implications are implicit in the body of the report. The trade unions are engaged in ensuring that appropriate mitigations reduce the number of redundancies, particularly compulsory redundancies, arising from the Council's organisational redesign programme and identified budget savings through a Joint Redundancy and Redeployment Working Group.

Trade Union Comments

31. Trades union colleagues have been consulted on the content of the report and have expressed concern at a 20% reduction in the number of staff employed over a three year period. The trades union comments are available in full as a background paper to the report.

Equalities Implications

32. The Council's Enabling procedure and Early Retirement and Redundancy and Redeployment policies apply equally to all directly employed staff. These procedures contain guidance which ensures appropriate and consistent management of the redundancy consultation and selection processes and that this is undertaken in compliance with the requirements of the Equality Act 2010.
33. Equality Impact Assessments are undertaken as appropriate as part of the Service Review process to ensure that implications of any proposed changes for service users and staff are identified and action taken to address any

specific issues or disproportionate impacts on particular groups arising from the proposed changes.

Financial Implications

34. The range of mitigations in place help to ensure that, wherever possible at risk staff are redeployed to suitable alternative posts thus maintaining the Council's investment in their skill development and reducing the cost of redundancy compensation payments, and, where the redundant employee is over 55 years of age, under Local Government Pension Scheme Regulations, the early release of their pension benefits.
35. The financial cost of redundancies to the Council is reported on an annual basis through the Statement of Accounts.

RECOMMENDATIONS

It is recommended that Members:

- a) Note the employee headcount data contained within this report and the relative impact of redundancies and associated factors in mitigations, turnover and TUPE transfers on the overall number of employees.
- b) Agree to receive six monthly update reports on the County Council's employee headcount information.

Marjorie Toward
Service Director HR and Customer Service

For any enquiries about this report please contact: Claire Gollin, Group Manager HR on 0115 9773837 or Claire.gollin@nottsccl.gov.uk

Constitutional Comments (KK 13/09/12)

The proposals in this report are within the remit of the Personnel Committee.

Financial Comments (MB 11/09/12)

There are no specific financial implications arising from the report.

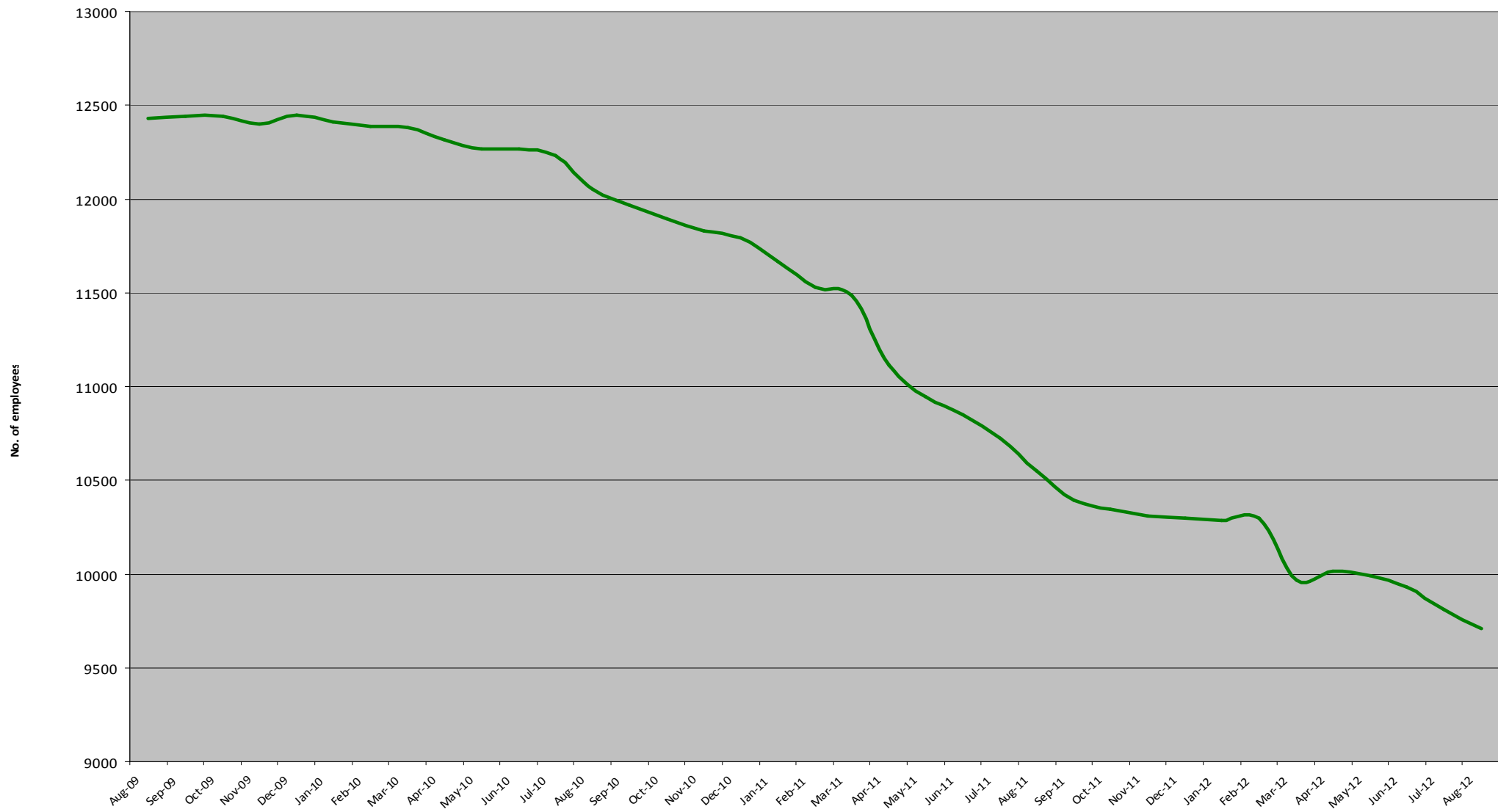
Background Papers

Trades union comments.

Electoral Division(s) and Member(s) Affected

All

Reduction in the number of NCC employees between August 2009 and August 2012



Transfer of Staff To and From NCC Employment

Year	Service area	TUPE Transfer In (Heads)	TUPE Transfer Out (Heads)	
2009/10	National Water Sports Centre	100		<p>The Holme Pierrepont site was owned by the County Council and occupied by Sport England. The Council agreed to take overall responsibility for the development and operational management of the site and facilities at the existing Centre.</p> <p>Prior to staff transferring to NCC, staff were employed by 3 contractors at the Centre: Leisure Connection, Johnson Controls and ISS Water Landscapes. 100 staff transferred in from these contractors on 1st April 2009.</p>
2010/11	<p>Meals on Wheels service</p> <p>Cleaning contract</p> <p>Ready for Work team (disability employment programme)</p>	16	<p>55</p> <p>11</p>	<p>NCC County Enterprise Foods were awarded a contract to provide a community meals service in Warwickshire from 1st May 2010. Of the staff eligible to transfer in from the previous contractor, the WRVS, 16 opted to stay with NCC.</p> <p>West Notts College decided to manage cleaning services in house. 55 staff were transferred to West Notts College on 1st February 2011.</p> <p>As part of its revised commissioning strategy, the Department of Work and Pensions appointed the Shaw Trust as its prime provider for Work Choice. As a result, the Ready4Work team was transferred to the Trust.</p>
2011/12	Cleaning contract		49	<p>Ashfield School awarded its cleaning contract to Webb Support Services Ltd. 49 staff were transferred to WSSL on 1st August.2011.</p>

	Catering contract		9	Following academy conversion of Redhill School, the trust took the decision to manage catering service in house on 24 th October 2011. 9 staff were therefore transferred under TUPE provisions.
	Supported Living (learning disability / mental health)		37	Following a decision to re-commission the Supported Living Service, 37 staff were transferred out to new providers on 30th January 2012.
	Residential Homes (older people)		450	As part of the Aiming for Excellence Strategy, the Council approved the sale of 6 older persons homes as continuing residential care services. 450 staff were transferred to the new provider, Runwood Homes, on 26 th March 2012.
2012/13	Highways Manage and Operate Partnerships	120		Following the Council's decision to terminate the Manage and Operate Partnership (MOP) arrangements with Ashfield, Broxtowe and Mansfield District Councils, Highway Services were transferred back to NCC on 1st April 2012. The number of staff transferred was as follows; Ashfield 55, Broxtowe 32, Mansfield 33.
	Partnership Homes (Learning disability)		100	As a result of the decision to re-commission the provision of care and support services to 8 residential Partnership Homes, 100 staff were transferred out to the new provider, Mencap, on 1 st July 2012.
Total:		236	711	
Net Headcount reduction :		475		

**REPORT OF SERVICE DIRECTOR, TRANSPORT, PROPERTY &
ENVIRONMENT****PERFORMANCE REPORT FACILITIES MANAGEMENT****Purpose of the Report**

1. Following the report on catering services presented to the committee in June this report aims to inform and update the Personnel Committee of the current position of the facilities management services.

Introduction

2. Facilities Management provides a variety of services throughout Nottinghamshire to Schools, County Council Buildings, Colleges, District Councils, Housing Associations and the Nottinghamshire Fire and Rescue Authority. The three most significant service areas are Building Cleaning (£13.6m turnover / 1400 frontline employees) Landscape Services (£2m turnover / 45 permanent full time Operatives) and services to the West Bridgford Campus with a turnover of £1m and 50 frontline and admin staff. Over the last 12 months, a number of customers have expressed requirements for the provision of additional Facilities Services which has lead to the management and delivery of services such as Waste Removal, Window Cleaning, Sanitary Washroom provision, Pest Control and specialised cleaning. As well as cleaning and catering within County Hall the service now provides security, porterage, post rooms, room bookings and management, car parking management, shredding documents, scanning and storage.

Services Provided**Schools, Academies & Colleges**

3. The Building Cleaning service area employs approximately 1400 part time cleaning operatives based at Schools and other buildings across the County. Annual Service Level agreements are agreed with Schools/other Sites and the day to day cleaning services have been tailored to meet the requirements and budgets for each individual site. The majority of customers receive a daily service between 6am-8am and 3.30pm-6.30pm to suit the operational needs

of the site. Currently, this service delivers individual cleaning programmes to 72% of Nottinghamshire's School/Academies.

4. The Building Cleaning Service now employs in excess of 100 Caretakers and Site Managers delivering services at Schools/Academies. This area of business has become a significant area of growth over the last 2/3 Years as a number of customers request a Facilities package which provides Building Security, Maintenance and Heating support in addition to the day to day provision of Building Cleaning. Further support covered key areas such as legionella / asbestos monitoring and control, Portable Appliance Testing (PAT testing) and contract management throughout sites.
5. The Landscapes provides a variety of services which includes grass cutting , shrub/border maintenance, herbicide/pesticide spraying , sports marking provisions and litter picking. This service is a seasonal one with permanent employees working a 42 hour week between April and September and a reduced four day week from October to March. The service is supported by a small number of temporary or agency staff during the summer season.
6. In recent years the service offer has expanded to include the development of play and conservation areas, kitchen gardens, security fencing provision and the establishment of quiet areas which support the external learning environment. Currently the service delivers Grounds Maintenance programmes to 47% of Nottinghamshire's Schools/Academies.
7. For schools and customers who directly employ their own frontline staff , the service provides an advisory and caretaker absence cover scheme to ensure sites remain heated and open at the required times and to ensure technical advice to support the delivery of building cleaning and site security is offered to these particular customers. Like the catering service building cleaning provides an independent auditing and inspection role to its customers if required.
8. Another significant area of growth over the last twelve months has seen the business develop to provide customers with a variety of additional Facilities services. Working closely with the corporate procurement unit, key local supplier partnerships have been created so that these services are delivered efficiently and effectively. Examples of these additional service areas include external window cleaning, waste removal and recycling, drain/gutter/roofing cleans pest control, alarm call outs/key holding and sanitary / washroom services

Bassetlaw & East Leke School PFI'S

9. With a combined turnover of £1.25m per year the subcontracted work the authority undertakes represents a significant income to the service area. Benchmarking costs takes place on a five year basis. A number of services are provided to both Balfour Beatty and Carrillion and performance detail will be included in a subsequent report.

Newark and Retford Bus Station

10. Facilities Services have developed a partnership with the County Council's Transport Service to deliver a Facilities Management Service at both Retford and Newark Bus Stations. Two full time male operatives and two full time female operatives are based at these Stations , working shift patterns to ensure services are provided between 7am and 7pm Monday-Saturday. As well as ensuring that the bus stations remain clean, tidy and secure, the operatives work very closely with members of the public to ensure passengers have all the information they need to travel around the County on a daily basis. The success of these two Operations, with extremely high levels of customer satisfaction, has lead to plans for Facilities to provide similar services to the forthcoming Mansfield Interchange next Year.

Nottinghamshire Fire and Rescue Authority

11. The Service has been providing Building Cleaning and Landscape programmes for a number of years. In 2010 the Fire Authority decided that they required a 'one stop shop' for all building related functions and therefore chose to let a contract for the full range of Facilities Services. Nottinghamshire County Council's Facilities Service tendered for and won this 3 Year contract in open competition. Partnering with key local private sector suppliers , the service now delivers traditional building cleaning/landscape service functions but also site pest control , roof and gutter cleaning , drain cleaning , interceptor tank flushing and specialist kitchen cleans at each Fire Station across the County. The clear benefit for the Fire Authority is that the organisation now has one point of contact for the delivery and management of all these services.

A1 Housing Association

12. Following Bassetlaw District Council's partnership with A1 Housing, the Facilities service has developed an annual service level agreement to deliver building cleaning to many estates throughout Worksop and Retford. The service is challenging but rewarding and delivers a building cleaning service to Community Centres and Flat stairwells across Bassetlaw. A significant part of this service is delivered on a mobile basis and it has become very important for the Facilities operatives to work closely with tenants and Housing Officers in order to deliver this cleaning programme effectively. The service undertakes 13 inspections per week as part of this work and helps to identify any additional estate management concerns as an integral part of this process. The service has attended a number of community group meetings to share experiences and receive feedback directly from tenant groups. The success of this programme of work has recently lead to plans for an extended three year contract with A1 Housing.

Supporting Adults and Social Care

13. To support procurement's drive to reduce the number of suppliers utilised throughout the County, the Facilities Service has undertaken a number of

residential house cleans and clears across the County. In supporting the Adults and Social Care service, there are occasions when residents with physical or mental disabilities simply struggle to maintain the cleanliness within their homes. The Facilities Service works closely with appointed Social Workers and the residents themselves to clear out any unwanted items and clean through the properties in order to bring homes back to habitable environments. The key to success in this area has been to ensure very high levels of customer care are in place as this work can be particularly sensitive and distressing for the residents themselves. Residential homes in Broxtowe and Worksop have been completed so far.

Nottinghamshire Children's Centre Service

14. The service has provided building cleaning and landscape services to a high proportion of Children's Centres across the County. Following the decision to outsource some of the operational functions from April 2013, the service is working with colleagues from the Children's Service and Property to ensure that the buildings themselves will be maintained and serviced post the service change date in April. The Facilities service will ensure that all the soft services are delivered and managed from this date and will include the provision of building cleaning, grounds maintenance, sanitary washroom, waste disposal, site security and external window cleaning.

County Offices

15. FM services is carrying out an increasing number of daily operational functions in County Hall, Trent Bridge House, and the larger county offices. These include site management and security, building cleaning, car park management, meeting room set-up and administration, waste disposal, window cleaning and more recently the provision of stationery supplies to the West Bridgford Campus offices. Combining departmental budgets together with the outcomes of the trading service review are helping to reduce office operating costs by £300k per annum.

Solutions 4 Data

16. In January 2011 the Solutions 4 Data team transferred from Adult Social Care into the management of Environment & Resources. This is a small supported employment team and carries out a number of functions in relation to data capture and storage on behalf of the Authority. Solutions4Data operates as a Supported Business within Nottinghamshire County Council. The business has a staff complement of ten. There are six supported posts, which provide paid employment for people with disabilities from Nottinghamshire. These six posts currently form part of the Work Choice programme, which is provided by Department for Work and Pensions and is facilitated by the Shaw Trust. The six posts are ring fenced under the Work Choice scheme confirming further financial support for people with disabilities until 2015. It is a requirement of DWP that at least 50% of the total staff number have a disability to enable supported business status.

17. Solutions4Data has hosted the corporate scanning Solution since 2007 and now includes the preparation of invoices ahead of processing for BMS. The system offers a network scanning service to all NCC departments. The software used is Kofax Capture 9 (KC9), which provides a cutting edge solution to digital capture. The business hosts four production scanners and is capable of capturing all document types and sizes in either black or white and colour. The most recent project has involved the testing of the BMS invoice scanning process. This has worked very well and is now ready for the BMS GoLive at the end of November 2011. In response to Ways of Working, Solutions4Data has been digitally capturing information from departments that are moving after building closures. This has resulted in a very busy time for the business. The Braille service continues to generate income from both internal and external customers. From June 2011 Solutions4Data has become responsible for the destruction of all confidential waste from NCC. The waste is placed into red bags and sealed. The bags are either delivered to County Hall by internal courier or are collected by a Solutions4Data staff member. The waste is then shredded by Facilities at County Hall. The baled shredded paper is sold to Wastecycle. This generates additional income for the business.

Financial Targets and Operating Position

18. The Facilities Service currently operates with an annual turnover of £14.6m per annum. The delivery of building cleaning and caretaking contracts equates to £12m per annum, the advisory support services £500k per annum and the provision of Grounds Maintenance contracts / Construction projects £2.1m per annum. The key financial target for this current Year is to ensure that all these services are delivered to budget with an additional financial return of £190k.

19. Appendix 1 provides an income trend analysis over the past 3 years and whilst turnover has reduced this is a reflection on reduced charges rather than the number of contracts lost. Of particular significance is the regime change across the county buildings which includes libraries and the 2 country parks who have all required operating budget reductions.

20. With the introduction of National Job Evaluation the service experienced an increase of 10% (£1m) in the wage costs. Following the trading services review cost recovery plans were accelerated requiring service changes for county offices and a combination of service changes and price increases to schools. From the original planned process of 3 years this was successfully achieved in 18 months and the financial support from the Authority ceased in 2011/12.

Developing and Supporting Frontline Employee's

21. The Facilities Service employees a high number of part time and low paid employees, a number of which with basic skills and learning difficulties. The service is therefore committed to the learning and development of its workforce by not only offering comprehensive internal inductions and training support but by encouraging employees to undertake nationally recognised

NVQ's within the service area. Working in partnership with New College, Nottingham, the service currently has approximately 50 employees working as Grounds Staff, Building Cleaning Operatives and Caretakers who are undertaking an NVQ qualification. Traditionally the service area has been successful in delivering approximately 50 NVQs each Year and therefore provide employees with nationally recognised qualifications which are permanent and transportable throughout a working career.

22. The Facilities Service is also keen to support the Authority's drive to deliver Apprenticeships within the County. Grounds maintenance is often an area of work which interests young people and so the service is hopeful that it will be able to support the Authority's programme with the introduction of two placements within the Landscape Services business unit.
23. The service has also recently been supporting two employees from Sherwood industries who are currently on the redeployment list and have expressed an interest in Caretaking and Site Management work. Based with Site Managers at both Lawn View House and Sherwood Energy Village, it is hoped that by work shadowing Site Managers, this opportunity will help develop skill and experiences to support applications for similar posts in the near future.

Service Quality Accreditations

24. The Building Cleaning Business Unit has been accredited with the external quality standard ISO9000 and has retained this certification since 1990. As an integral part of this process, the service is audited twice each Year via auditors with the British Standards Institute who scrutinise a number of core service processes which include health and safety, training, processes and procedures and training and development.

25. More recently (2010) the whole of the Facilities Management service has achieved accreditation with the Health and Safety standard of OHSAS 18001. The operational aspects of Building Cleaning & Grounds Maintenance along with Schools catering became the first part of the Authority to be certificated with this external award. Once more, all aspects of service provision are scrutinised twice per year via auditors from the British Standards Institute. These externally and internationally recognised quality standards have been instrumental in developing the business units progression and profile and have become vital in the process of successfully tendering for a variety of service contracts.

Other Options Considered

26. Report for information.

Statutory and Policy Implications

27. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION

28. That this report is noted.

Name of Report Authors – Mark Herring & James Silveston

Title of Report Authors – Team Managers Catering & Facilities Management.

**For any enquiries about this report please contact: Kevin McKay
Group Manager – Catering & Facilities Management**

Background Papers

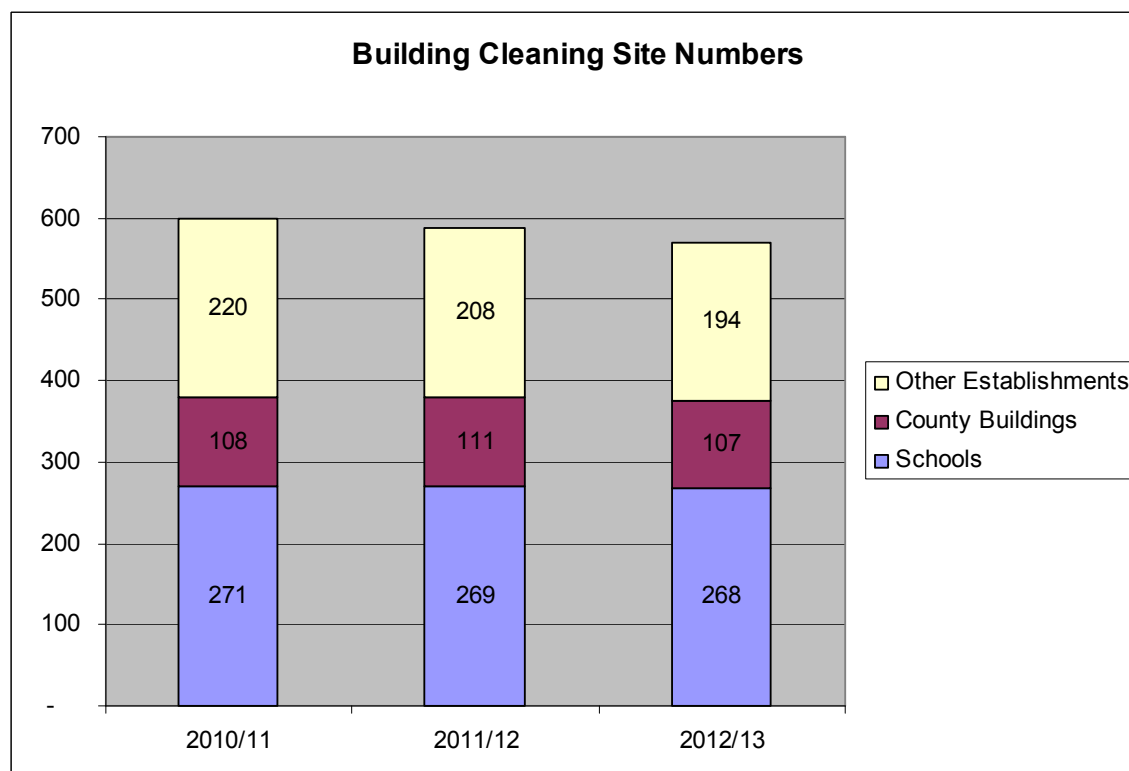
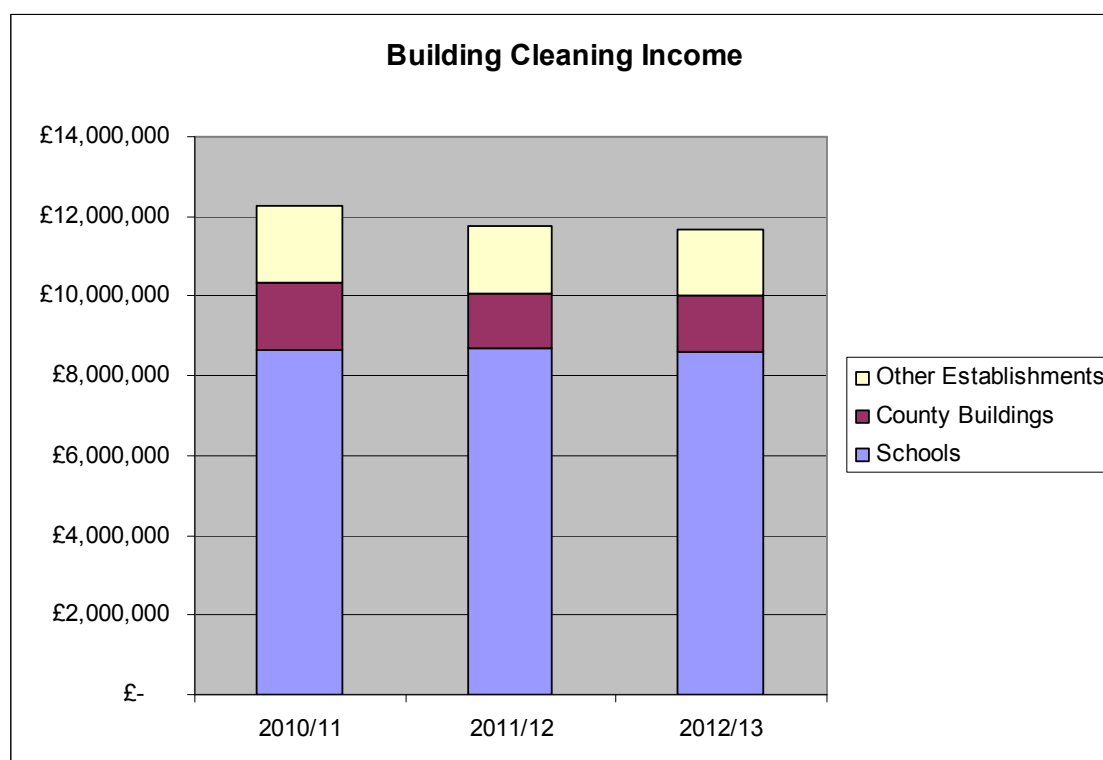
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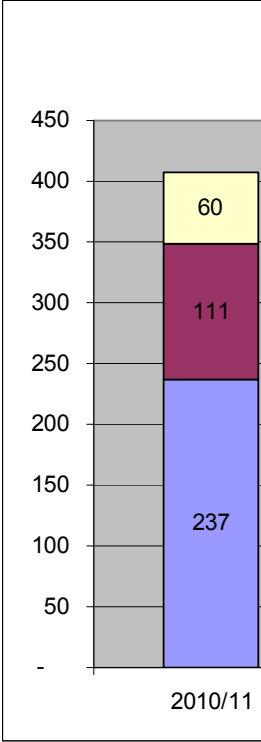
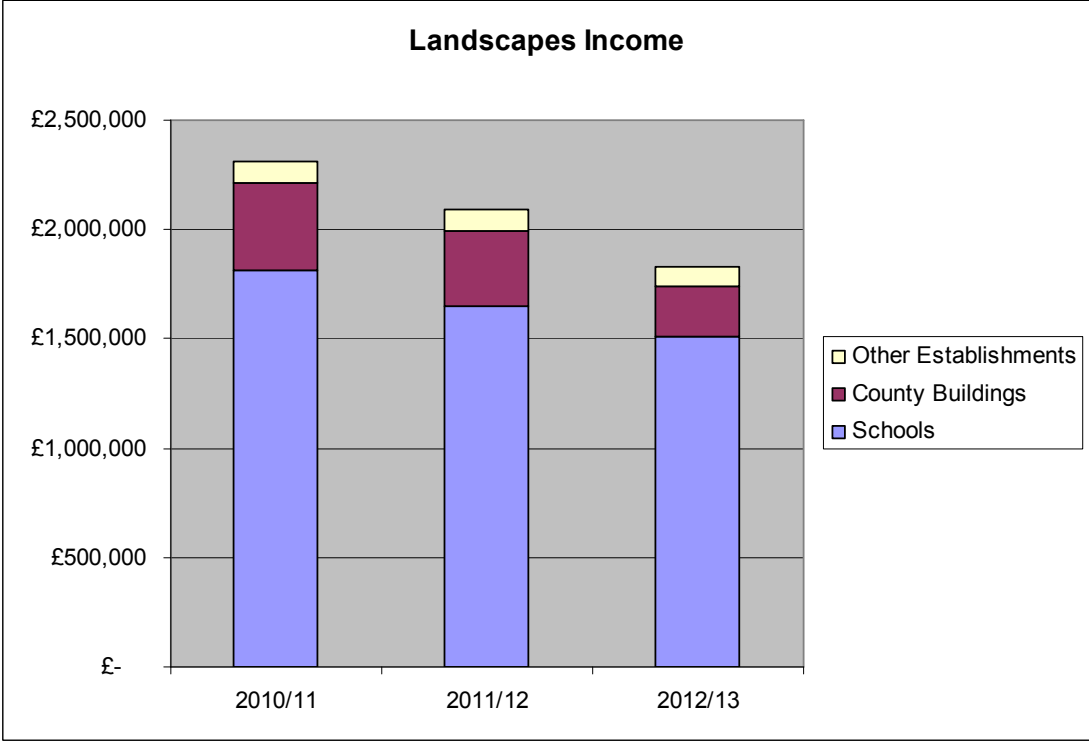
Electoral Division(s) and Member(s) Affected

Nottinghamshire

Financial Comments (DD 11/9/12)

The financial consequences are noted within the report.





**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2012/13.

Information and Advice

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The attached work programme has been drafted in consultation with the Chairman and Vice-Chairman, and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme.

Other Options Considered

5. None.

Reason/s for Recommendation/s

6. To assist the committee in preparing its work programme.

Statutory and Policy Implications

7. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below.

Appropriate consultation has been undertaken and advice sought on these issues as required.

RECOMMENDATION/S

That the committee's work programme be noted, and consideration be given to any changes which the committee wishes to make.

Jayne Francis-Ward

Corporate Director, Policy, Planning and Corporate Services

For any enquiries about this report please contact: Keith Ford, Senior Democratic Services Officer

Constitutional Comments (HD)

8. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

Financial Comments (PS)

9. There are no financial implications arising directly from this report.

Background Papers

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- a) Report to County Council – 29 March 2012 (published).

Electoral Division(s) and Member(s) Affected

All

PERSONNEL COMMITTEE - WORK PROGRAMME

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information ?</u>	<u>Lead Officer</u>	<u>Report Auth</u>
November 2012				
Quarterly sickness absence reporting (quarter 2)		Information	M Toward	Claire Gollin
Quarterly Progress Report	Review of performance (Jul - Sep).	Information	Various	
Violence and Aggression Policy		Decision	M Toward	Pete Roddis
Schools Catering – key issues	Key Issues	Information	Kevin McKay	
Summary of senior officer redundancies (if required)		Information	M Toward	Bev Cordon
January 2013				
Review of Pay Policy Statement and recommendations for consideration by full Council in March		Information and decision	M Toward	Claire Gollin
Quarterly Progress Report	Review of performance (Oct - Dec).	Information	Various	
Facilities Management	Key Issues	Information	Kevin McKay	
Summary of senior officer redundancies (if required)		Information	M Toward	Bev Cordon
Quarterly sickness absence reporting (quarter 3)		Information	M Toward	Claire Gollin
March 2013				
Headcount figures and numbers of redundancies		Information	Information	TBC
Quarterly sickness absence reporting (quarter 4)		Information	M Toward	Claire Gollin
Summary of senior officer		Information	M Toward	Bev Cordon

<u>Report Title</u>	<u>Brief summary of agenda item</u>	<u>For Decision or Information ?</u>	<u>Lead Officer</u>	<u>Report Auth</u>
redundancies (if required)				

Dates and Deadlines for Personnel Committee

<u>Report deadline</u>	<u>Date of pre-agenda</u>	<u>Agenda publication</u>	<u>Date of Committee</u>
12 October 2012	17 October 2012 – 12.30 pm	30 October 2012	7 November 2012
7 January 2013	9 January 2013 – 2pm	15 January 2013	23 January 2013
26 February 2013	4 March 2013 – 2pm	12 March 2013	20 March 2013

